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Background and Context

- PCO employees were asked to have a recurrent in-person presence in the office every week, beginning June 13, 2022 to help test our hybrid technologies, accommodations, and to give all employees a chance to contribute to a period of experimentation and testing.
- An initial survey, designed to capture employee feedback and serve as a temperature check, was launched on July 28, 2022 and closed August 9, 2022.
- Survey questions were designed to seek feedback on the experimentation period, preferences and concerns and feedback from managers/supervisors. Employees also had the option to identify as an employment equity (EE) group to allow for further analysis from an EE perspective.
- It should be noted that the survey was conducted during peak vacation times and a total of 657 responses were received (54% completion rate), whereas the operational requirements that were established in a prior exercise were based on 1,206 employees.





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Key Survey Takeaways

Generally, survey respondents indicated they are participating in the experiment and coming into the office more frequently compared to prior to the experimentation period.

For those who indicated a change in their experience during the first month of experimentation, the improvements outweighed the declines. Work-life balance and productivity/performance had the largest declines. 32% of respondents indicated a decline in mental health, while 29% indicated an improvement.

Access to secure systems, team building exercises and networking were the top three most voted activities better performed in the workplace.

Work-life balance is the #1 most valued aspect of remote work.

Most respondents prefer an unstructured approach with return to the workplace with the flexibility to choose their own day(s) in the workplace.

Transportation / commute was the highest concern with returning to the workplace for respondents as well as all EE groups.

Onboarding of new employees during the pandemic has been very strong. All onboarding experience rankings were above 8 out of 10 and were generally consistent across branches / secretariats. Onboarding scores for all employment equity groups were higher than the average.

The majority of supervisors/managers indicated having no challenges managing employees remotely. The highest ranked support tools for managers/supervisors were guidelines on technology in the workplace, training on working in hybrid models and HR accommodations support.



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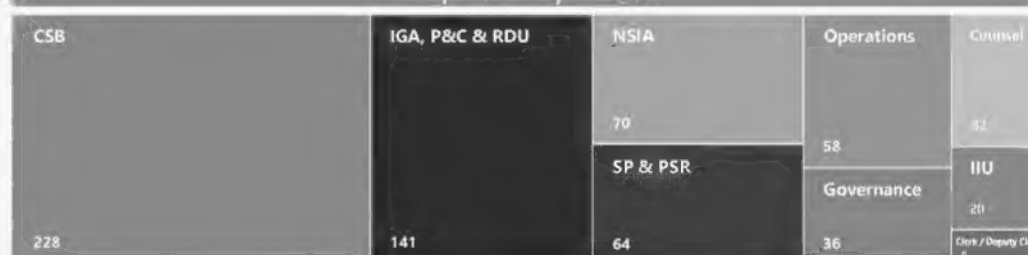
Survey Demographics

- The survey had a total of 657 respondents, a completion rate of 54%.
 - Out of the respondents that chose to self-identify (628), a majority were female at 62% (392), with 1% identifying as other and 0.5% as gender diverse.
 - The proportion of respondents who self-identified as visible minority or persons with disabilities exceeded departmental representation, while Indigenous participation was lower than departmental representation.

Total Responses



Responses by Branch

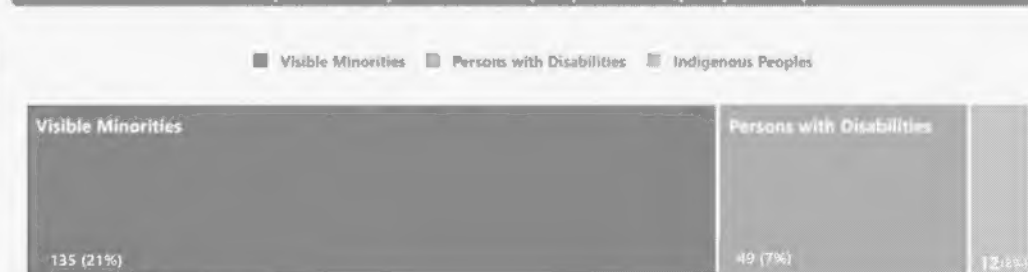


Responses by Gender



* Percentages based on total survey response count

Responses by Other Employment Equity Groups



* Percentages based on total survey response count

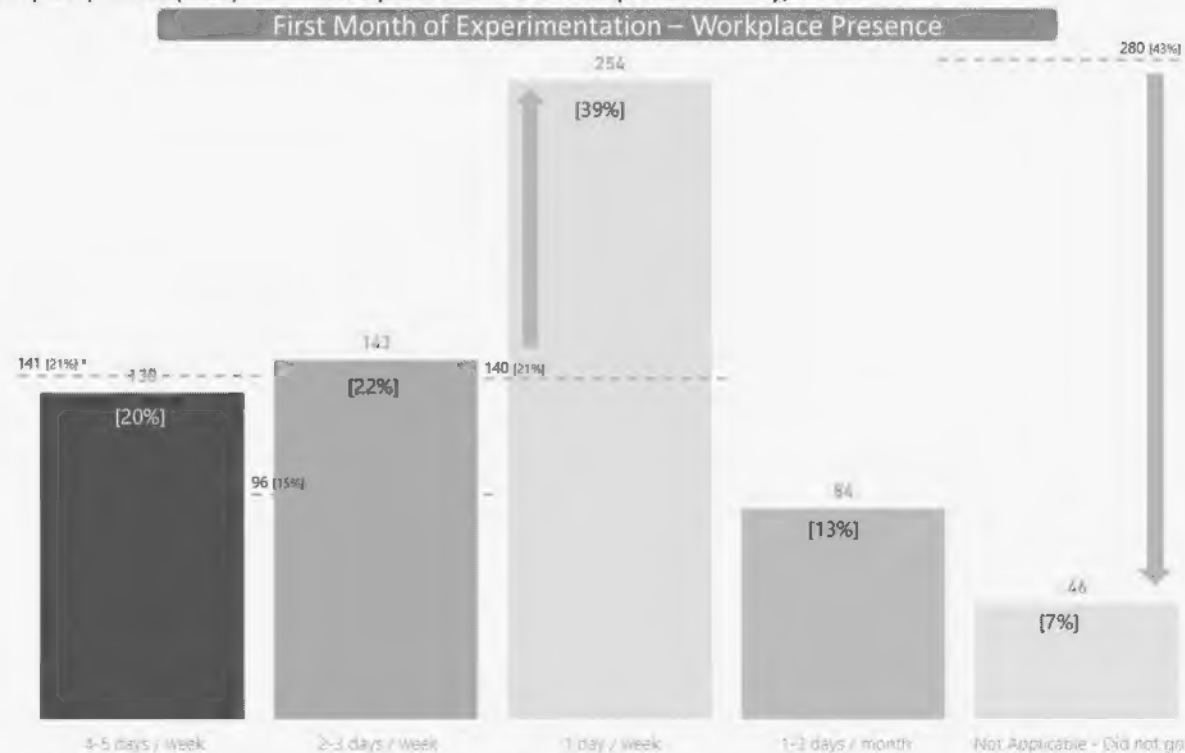


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Survey Results: Presence in the Workplace

- Generally, survey respondents indicated they are participating in the experiment and coming into the office more frequently. The most popular approach for return to the workplace was up to the individual employee to select their day(s) to come into the workplace while respecting the parameters established by their manager (62%), followed by an approach where the team goes in on the same day (33%).
- Prior to the experimentation period, 43% of respondents indicated working from home entirely and 57% of respondents indicated having a **minimum** presence in the workplace for 1 day / week.
- During the first month of experimentation, 20% of respondents indicated they did not go into the workplace (7%) or went 1-3 times during the month (13%). Most (39%) indicated a presence in the workplace for 1 day/week.



* Respondent work location prior to the first month of experimentation. There is no benchmark for 1-3 days/ month

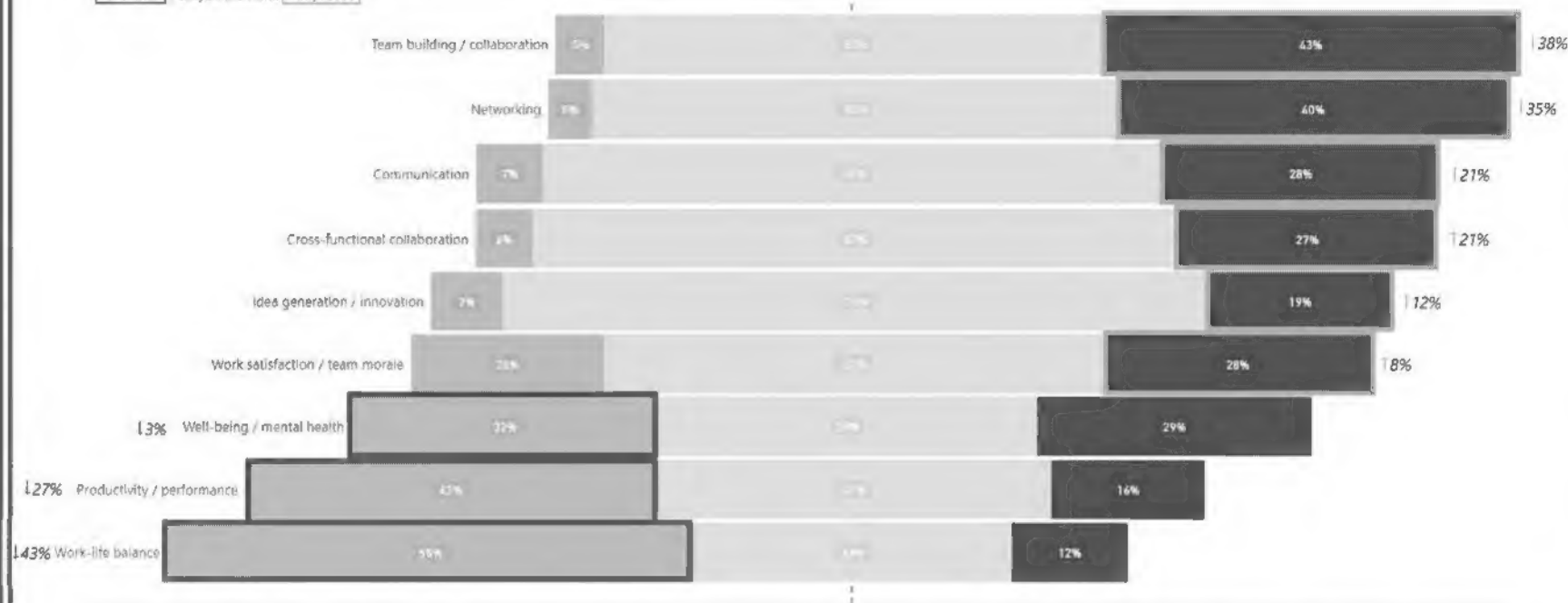


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Employee Experience with Experimentation

Declined Stayed the same Improved *



- A majority of respondents indicated their experience stayed the same or improved during the first month of experimentation compared to prior to the experimentation period. For those who indicated a change in their experience during the first month of experimentation, the improvements outweighed the declines.
- 43% of respondents indicated an improvement in team building / collaboration and 40% of respondents indicated an improvement in networking.
- 55% of respondents indicated a decline in work-life balance and 43% a decline in productivity/performance.

* "Significantly declined" and "slightly declined" have been grouped into one category as *Declined* and "significantly improved" and "slightly improved" have been grouped into one category as *Improved*. Those who responded N/A have been removed for comparison purposes.



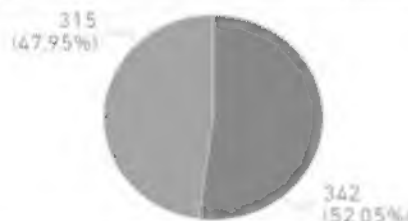
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Onboarding for New Employees

- 52% (342) of respondents indicated joining PCO after April 1, 2020. These respondents were asked to rate their onboarding experience with their hiring manager and IT's client service.
- On a scale from 1 to 10, the scores were over 8 on average. Across branches the scores ranged from 7 to 10 for the 3 questions.
- Visible minorities, persons with disabilities and indigenous peoples rated their onboarding experience for all three groups higher than PCO overall

Joined PCO after April 1st, 2020



IT Client Service

PCO's IT client service in getting accounts and equipment setup during the onboarding process?



Ranged from 8.45 to 10 across branches

- Yes
- No

Employee Onboarding Experience Rankings:

Hiring Manager

Support of hiring manager or supervisor to ensure that the tools and information needed were available on first day or week at PCO?



• Visible Minorities • Persons with Disabilities • Indigenous Peoples

Ranged from 7.91 to 9.8 across branches

Hiring manager guidance and help in integrating into the branch / secretariat during the onboarding process?



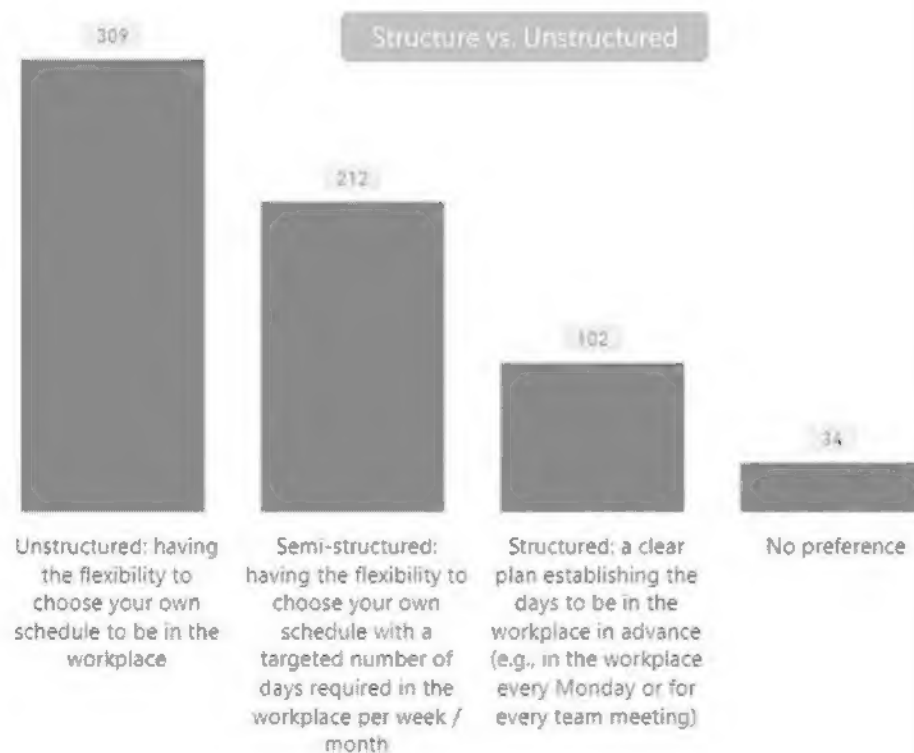
Ranged from 7.94 to 10 across branches



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Employee RTW Approach Preferences



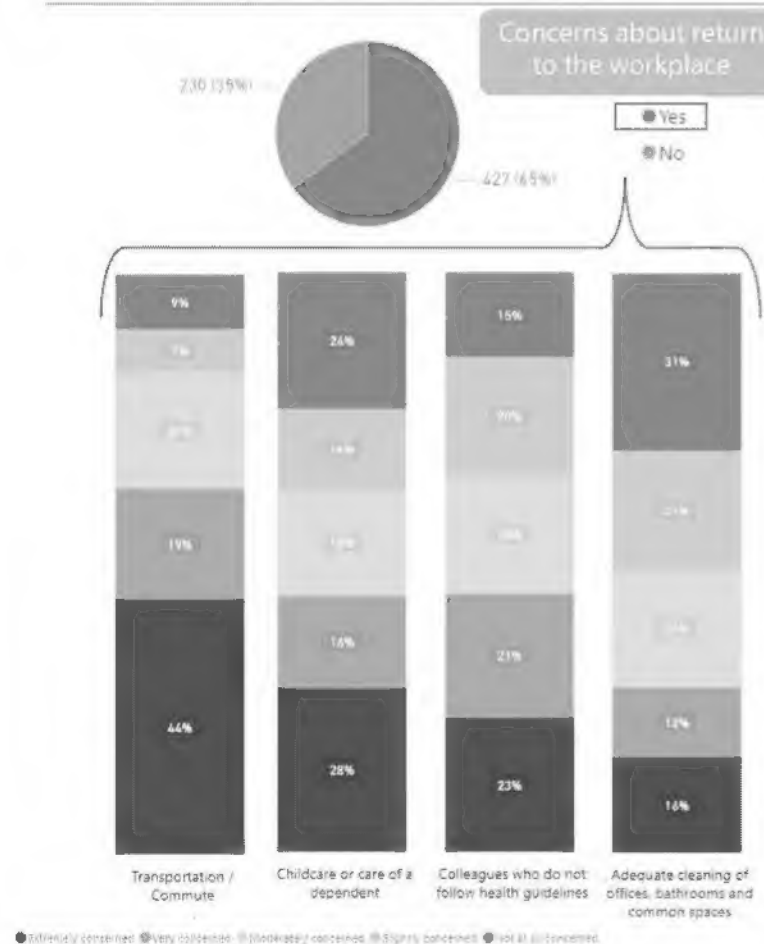
- Days in the Workplace**
- 1st Up to individual employee to select their day(s) while respecting the parameters established by the manager
 - 2nd Go in as a whole team on the same day(s) chosen by the manager
 - 3rd Go in as staggered/smaller groups on different days scheduled by the manager



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Employee Concerns



* Respondents who selected N/A have been removed

- Transportation / commute is the highest concern for respondents with 63% indicating being very concerned or extremely concerned, while adequate cleaning of offices, bathrooms and common spaces is the least concerning with 31% of respondents indicating no concern at all.
- Indigenous Peoples have a **significantly** higher concern with transportation / commute than PCO overall and all other employment equity groups.
- Visible Minorities (70%), Persons with Disabilities (71%) and Indigenous Peoples (83%) have greater concerns with returning to the workplace in comparison to PCO overall.
 - Visible minorities had higher concerns than PCO overall and non-EE respondents with cleaning of offices, bathrooms and common spaces as well as colleagues not respecting health guidelines.
- Women, Visible Minorities and Persons with Disabilities have a **smaller** representation of those concerned with childcare / caring for a dependent than PCO overall and Non-EE respondents.

* Refer to Annex A for more details on employment equity values

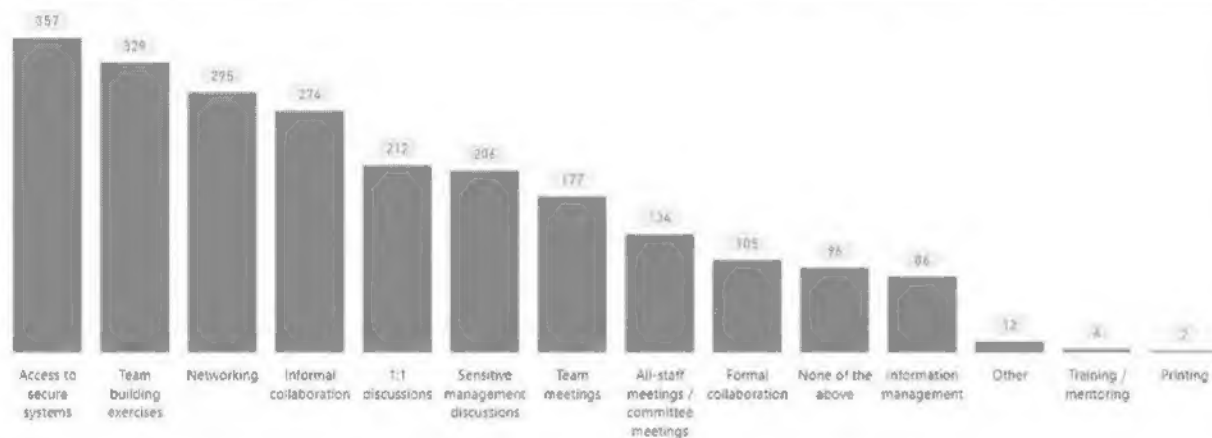


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Value-Added Activities and Experiences

In the Workplace



Access to secure systems, team building exercises & networking were the top three most value-add activities for respondents.

Remote Work

45% of respondents picked work-life balance as their #1 most valued aspect of remote work.

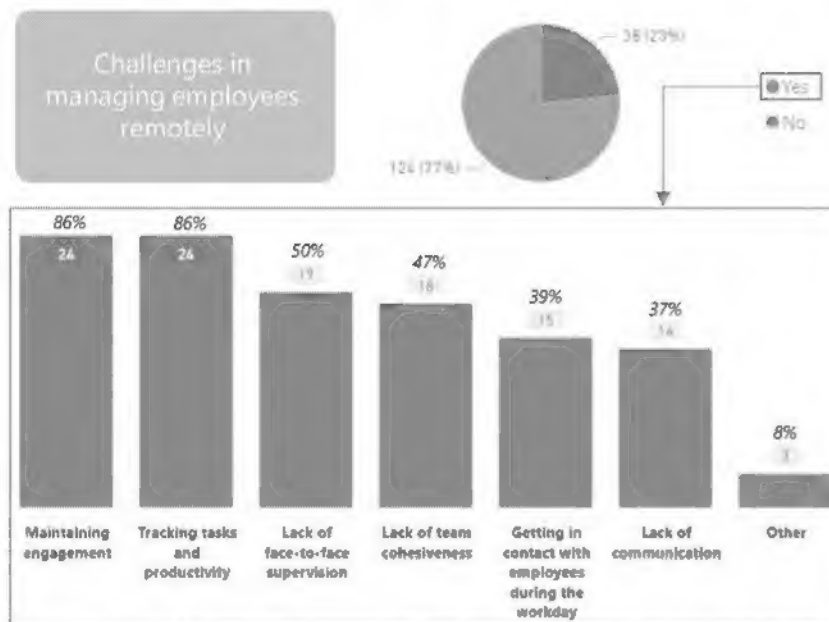
- 1st *Work-life balance*
- 2nd *Saving commute time*
- 3rd *Productivity*
- 4th *Financial savings*
- 5th *Minimizing covid exposure*
- 6th *Child-care / dependents*



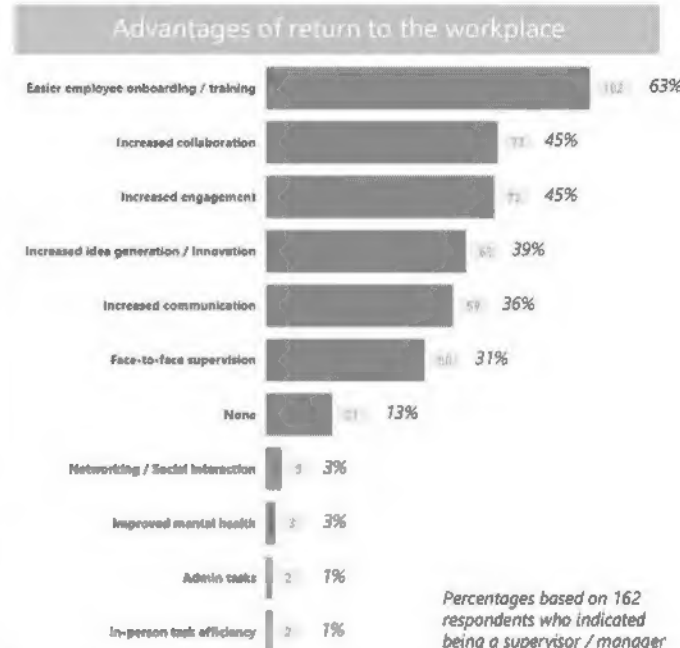
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Supervisor & Manager Feedback



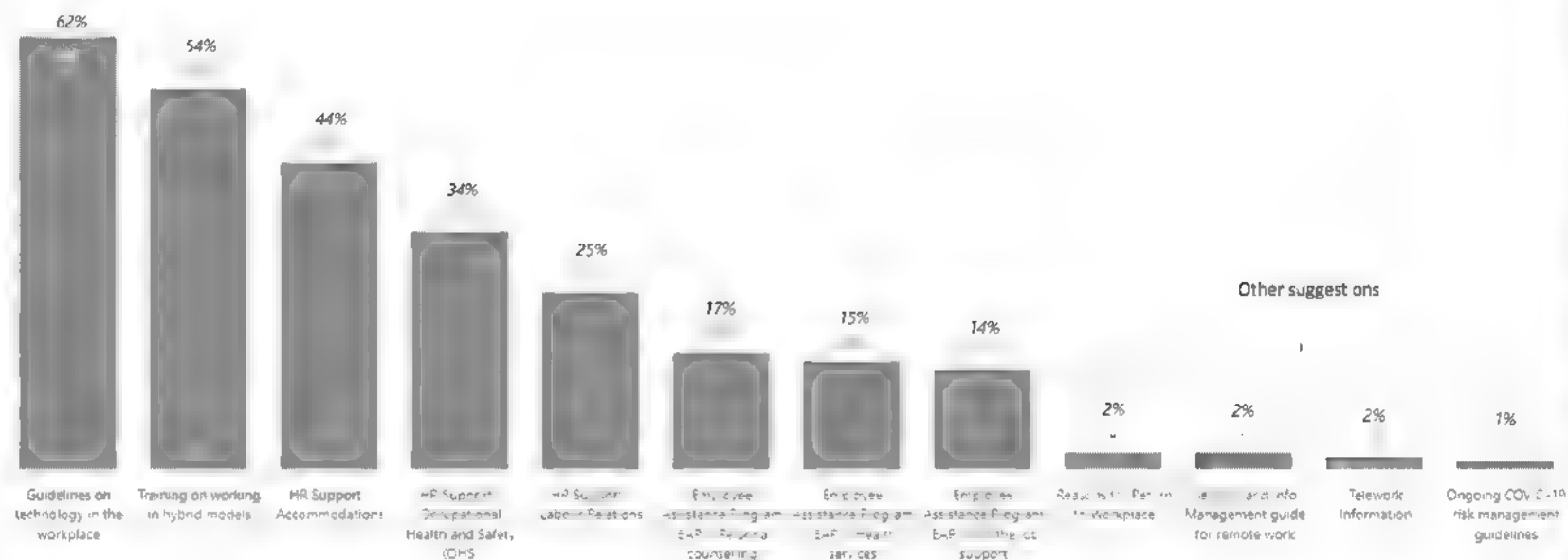
Percentages based on 38 supervisor / managers who indicated having challenges managing employees remotely



- 25% (162) of respondents indicated being a supervisor or manager.
- 1 day / week was the most requested employee attendance in the workplace during the experimentation period by managers (67), followed by 2 days / week (42).
- Almost three quarters indicated that they prefer to manage a return to the workplace with having the flexibility to determine days required in the workplace themselves instead of centrally determined number of days.
- Only about a quarter of managers indicated having encountered challenges in managing employees remotely, of which the top challenge was maintaining engagement followed by tracking tasks and productivity.
- The top advantages indicated by managers and supervisors for return to the workplace were easier employee onboarding / training (102), followed by increased collaboration (73) and increased engagement (72).



Supervisor & Manager Support Tools



Percentages based on 162 respondents who indicated being a supervisor / manager

- The highest ranked support tools for managers/supervisors were guidelines on technology in the workplace, training on working in hybrid models and HR accommodations support.
- Some additional suggestions were noted on needing support in providing reasoning for return to the workplace to employees and guidance on security and information management for working remotely.



For Discussion: Operational Requirements & Minimum Requirements for In-Office Presence in the Fall

1206

*Total Number of Days in
the Workplace*

184

no presence

102

203

279

226

Less than
1/day week or
no presence
required
24%

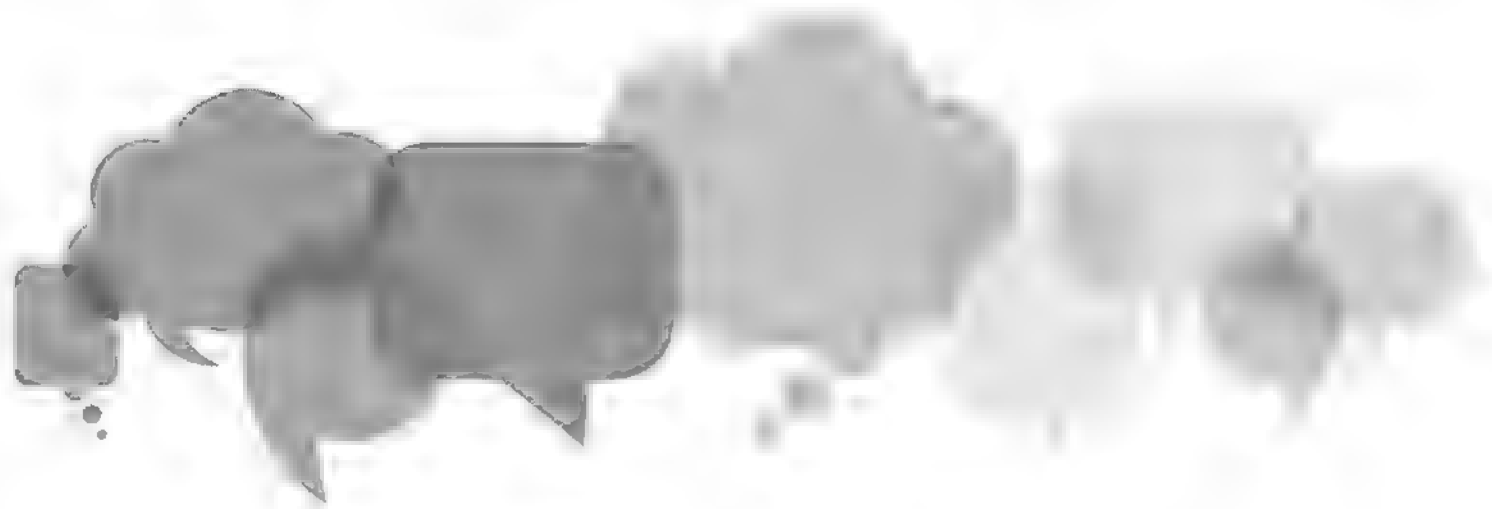
1+ day/week
76%

2+ days/week
59%

- When operational requirements were reviewed in June 2022, it was found that over **76%** of employees have an operational requirement to be in the workplace **at least 1 day/week** to effectively perform their position's duties, and **59%** of employees are required to be in the office **at least 2 days/week**.
- A minimum requirement of 1-2 days per week in office would impact 24-41% of employees.
 - This would particularly impact PSR, Communications and Consultations, Finance and HR.
- Employees have indicated that collaboration and networking are key advantages of being in-office.
- The majority of employees and managers indicated a preference for flexibility in selecting what days they are required to be in the office.
- A balanced approach could be a mix of fixed days determined by management and flexible days determined by employees. Examples:
 - 2 days/week (1 fixed, 1 flexible)
 - 8 days / month (4 fixed, 4 flexible)



For Discussion



- *What have you heard from your employees and managers during the experimentation period?*
- *Do the survey results match with what you are hearing and seeing?*
- *Should PCO adopt a minimum requirement for in-office presence?*
- *Are you and your management teams ready for the Fall?*



Next Steps



Meeting with all PCO EXs to provide updates and set expectations for the Fall.



Message to be sent from the Clerk & Deputy Clerk to PCO employees providing an update including clear expectations for the Fall (i.e. operational requirements and minimum in office presence).



Individual branches to meet with their employees to outline operational requirements within their branch including a return to a more secure posture and proper information management practices.



Follow-up survey to be done during the Fall.



Annex A: Employment Equity Analysis – Concerns

		offices, common spaces	childcare, Caring for dependent	following health guidelines	Transportation
Non-EE (160)	61%	20%	40%	34%	59%
Women (392)	64%	29%	29%	44%	60%
Visible Minorities (135)	70%	35%	26%	52%	62%
Persons with Disabilities (49)	71%	26%	23%	54%	60%
Indigenous Peoples (12)	83%	30%	40%	30%	90%

Percentages based on respondents who selected "extremely concerned" or "very concerned"

Note Numbers will not add up to 657 as an employee can belong to more than one employment equity group.



Annex B: Quick Survey Stats



129 (21%)



330 (54%)

152 (25%)

● Yes, everytime

● Sometimes

● No



Assigned

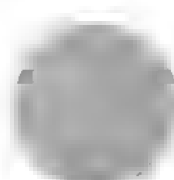
355 (58%)

Unassigned

256 (42%)



249 (41%)



362 (59%)

139 (23%)

● Yes

● No

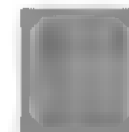
362 (59%)



407



219



80



Other suggestions

54



8

Mixed approach

proposed by
employees
proposed by
managers
proposed by
managers
established by
manager

proposed by
team on same day
as chosen by the
manager

proposed by
staggered/smaller
groups on different
days scheduled by
the manager

In the workplace
dependent on
operational
requirement



Annex C: Office Entry Application Data



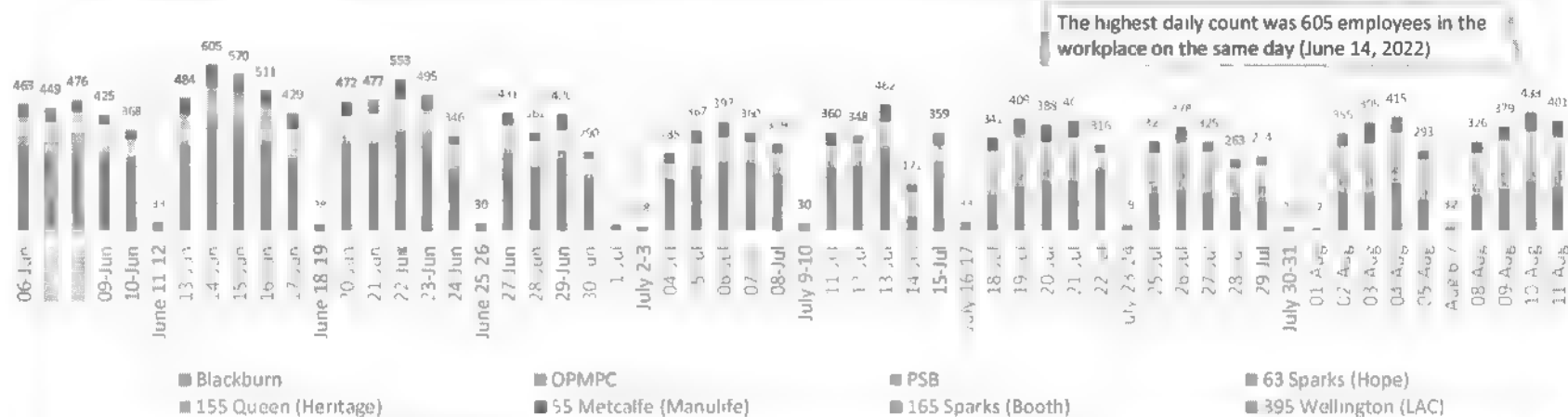
- From June 1 to August 15, there have been a total of **650** employees that have returned to the office at least once based on the entries made via the Office Entry Application. As indicated in Annex B, some employees are not logging their entries into the application.
- During the first week of the experimentation period on June 12, 2022, there was an increase of 173 employees (+78%) in the office compared to the prior week. However, there has been a gradual **decline** of employees in the workplace each week in the month of July. This is consistent across most branches.
- The overall average entries per week for each employee has remained stable, slightly over 1.5 entries / week.





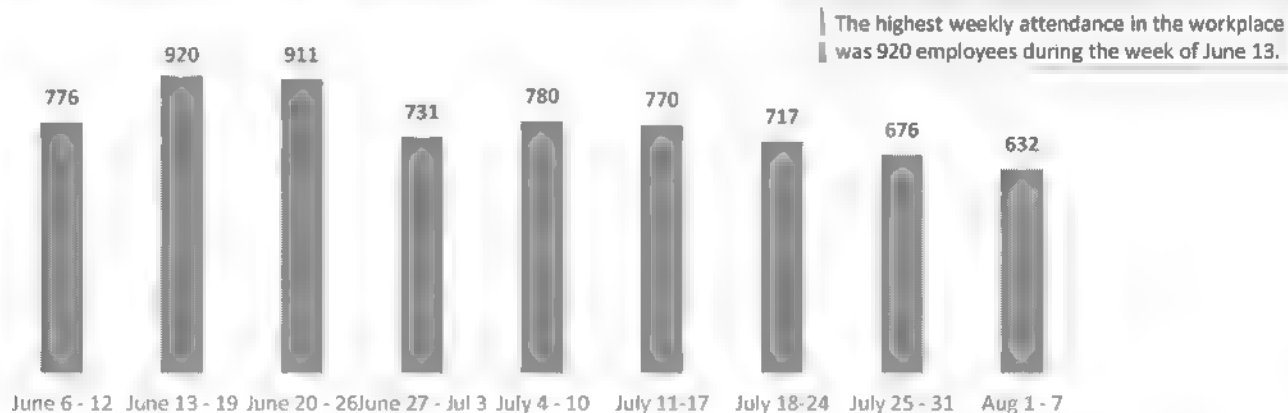
Annex D: SECOPS Identification Card Data

Number of Employees in the Workplace on a Given Day by Building



Methodology: Daily total with duplicates removed

Weekly Attendance Average



Source: SECOPS Card Data

Methodology: Week total with duplicates and PMO removed 19

From: Chief HR Officer / Dirigeante principale des rh <ZZCHRO@tbs-sct.gc.ca>
Sent: Thursday, August 25, 2022 4:14 PM
To: Chief HR Officer / Dirigeante principale des rh
Subject: Departmental Hybrid Profile Questionnaire to be completed by September 9, 2022 /
Questionnaire Profils des hybrides des ministères à remplir d'ici le 9 septembre 2022
Attachments: Departmental Hybrid Profile Template.docx; Profils hybrides des ministères .docx;
Supporting Hybrid - Guidance on the Directive on Telework.docx; Lignes directrices de
la Directive sur le télétravail dans la gestion d'un effectif hybride.docx

UNCLASSIFIED / NON CLASSIFIÉ

(La version française suit)

Please do not reply to this email.

Good afternoon colleagues,

I hope this note finds you well and that you are enjoying the summer.

As we continue to work towards developing hybrid approaches for our respective departments and agencies, I am writing today to share updates and request a summary of your organization's hybrid plans for the fall. The collection of information is essential as we work - from the centre - to support you and our public service employees through this time of change. After so many years of developing policies, directives and standards to support in-office work, the shift to hybrid will take time and must be informed by the organizations we serve.

Our Objectives through the Hybrid Approach

Our goal is to transform the way we work to support best-in-class service to Canadians. Our desired objectives include **service excellence** through enriched policy and program inputs from across Canada, **integrity** to ensure we continue to live the values of the public service, **flexibility** to obtain talent where it is, facilitating recruitment, retention, and promoting overall **employee wellbeing**; **diversity** through increased representation of Canada's population; and **distribution** through sharing the economic benefits of public service jobs across regions.

Additional Guidance on the *Directive on Telework*

This fall, hybrid means that we are moving from the employer-directed telework of the past two years, to applying the Policy on People Management and the *Directive on Telework* for all employees who are not working full-time in a Government of Canada controlled building. To facilitate the application of the *Directive on Telework* in a hybrid environment, we shared the attached Aide-Memoire to Deputy Heads at a recent PSMAC (Public Service Management Advisory Committee). Telework requests, for example, must be individually considered with details such as schedule, hours of work, and location included in each agreement. While the employer is responsible for the costs and provision of equipment and tools to perform work, the employee is responsible for costs associated with the telework location, such as utilities and office furniture. As per the Aide-Memoire, Deputies are reminded of the key elements of the *Directive*, as well as the associated responsibilities under it.

Gathering and Sharing Departmental Hybrid Profiles to Accelerate Learning

To help us offer the best up-to-date guidance and support, we will require the information in the attached template. Organizational input will inform our next steps for how we manage and guide the changing work environment of the public service. Collectively, it is also beneficial to understand how colleague departments are handling the transition to hybrid work. Hybrid implementation will inevitably vary based on operational realities and organizational needs but sharing information across departments can accelerate our learning, facilitate coherence, and improve our planning.

To that end, we are asking for departments and agencies to complete the attached hybrid profile for your organization by September 9, 2022 and please submit to Jean-Francois.Fleury@tbs-sct.gc.ca

As always, thank you for your ongoing collaboration as we shape the future of work of the public service together

Bon après-midi, chers collègues,

J'espère que vous vous portez bien et que vous profitez de l'été

Comme nous continuons à travailler à l'élaboration d'approches hybrides pour nos ministères et pour nos organismes respectifs, je vous écris aujourd'hui pour vous faire part des mises à jour et vous demander un résumé des plans pour la mise en place du travail hybride de votre organisation pour l'automne. La collecte d'information est essentielle, nous nous efforçons de vous soutenir en tant qu'administration publique centrale, vous et les fonctionnaires, dans cette période de changement. Après tant d'années consacrées à l'élaboration de politiques, de directives et de normes visant à soutenir le travail au bureau, le passage au travail hybride prendra du temps, et devra être éclairé par les organisations que nous servons

Nos objectifs dans le cadre de l'approche hybride

Notre objectif est de transformer notre façon de travailler afin de soutenir le service exemplaire offert aux Canadiens. Les objectifs que nous souhaitons atteindre sont les suivants : **l'excellence du service**, grâce à l'enrichissement des politiques et des programmes de partout au Canada, **l'intégrité**, pour s'assurer que nous continuons à vivre les valeurs de la fonction publique, **la souplesse**, pour obtenir le talent là où il se trouve, la facilitation du recrutement, le maintien en poste et la promotion du **bien-être général des employés**, **la diversité**, grâce à une représentation accrue de la population canadienne; et la **distribution**, grâce au partage des avantages économiques des emplois de la fonction publique entre les régions.

Directives supplémentaires concernant la Directive sur le télétravail

Cet automne, l'approche hybride signifie que nous passons du télétravail dirigé par l'employeur des deux dernières années, à l'application de la Politique sur la gestion des personnes et de la *Directive sur le télétravail* pour tous les employés qui ne travaillent pas à temps plein dans un immeuble contrôlé par le gouvernement du Canada. Pour faciliter l'application de la *Directive sur le télétravail* dans un environnement hybride, nous avons transmis l'aide-mémoire ci-joint aux administrateurs généraux lors d'un récent Comité consultatif sur la gestion de la fonction publique (CCGFP). À titre d'exemple, les demandes de télétravail doivent être examinées individuellement, et les détails tels que l'horaire, les heures et le lieu de travail doivent se retrouver dans chaque entente. Bien que l'employeur soit responsable des coûts et de fournir les fournitures de bureau, l'équipement et des outils nécessaires pour effectuer le travail, il revient à l'employé d'assumer les coûts associés au lieu de télétravail, notamment les services publics et le mobilier de bureau. Conformément à l'aide-mémoire, on rappelle aux administrateurs généraux les éléments clés de la *Directive*, ainsi que les responsabilités qui en découlent.

Cueillette et échange d'information sur les profils hybrides ministériels pour accélérer l'apprentissage

Pour nous aider à offrir le meilleur soutien et les meilleurs conseils les plus récents, nous aurons besoin des renseignements contenus dans le modèle ci-joint. La contribution de l'organisation informera les prochaines étapes pour gérer et orienter l'environnement de travail changeant de la fonction publique. Collectivement, il est également bénéfique de comprendre comment les autres ministères gèrent la transition vers le travail hybride. La mise en œuvre du travail hybride variera inévitablement en fonction des réalités opérationnelles et des besoins organisationnels, mais l'échange d'information entre les ministères peut accélérer notre apprentissage, favoriser la cohérence, et améliorer notre planification.

À cette fin, nous demandons aux ministères et organismes de remplir le profil hybride ci-joint pour leur organisation d'ici le 9 septembre 2022 et le faire parvenir à Jean-Francois.Fleury@tbs-sct.gc.ca.

Comme toujours, nous vous remercions de votre collaboration continue dans un contexte où nous façonnons ensemble l'avenir du travail de la fonction publique.

Christine Donoghue

Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Chrstine.Donoghue@tbs-sct.gc.ca

Dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Christine.Donoghue@tbs-sct.gc.ca

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization	<p>This link may be helpful: Size of organization</p> <p>Organization Name:</p> <p>Number of Employees:</p> <p>Does your organization have regional offices?</p> <p>Yes/No</p> <p>Are your regional offices GC co working spaces?</p> <p>Yes/No</p>
2. Position Assessments	<p>Did your organization assess positions for compatibility with hybrid work?</p> <p>Yes/No</p> <p>If yes,</p> <p>What percentage of positions were assessed as having full-time in-office requirements?</p> <p>What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?</p> <p>What percentage of positions were assessed as compatible with fully remote work / telework?</p> <p>What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)</p> <p><i>We acknowledge that positions assessed for full time remote are not always offered this option</i></p>

3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes / No

If no, why?

If yes:

What is your organization experimenting with?

What is the experimentation timeframe?

What percentage of employees are participating?

Is participation voluntary or mandatory?

How is data being collected?

Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

*If you have employee pulse data, please share aggregate results

What outcome measures* is your organization using:

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative?

Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

Yes / No / My organization is already a partner

If yes, please provide a contact name:

	<p>Other:</p> <p>Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?</p> <p>Are you planning to reduce your office footprint?</p> <p>Yes / No</p> <p>Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)</p> <p>Yes / No</p> <p>If yes, please list</p>
<p>6. Onsite Presence</p>	<p>Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?</p> <p>Yes / No</p> <p>If yes:</p> <p>Please specify the name of the tool:</p> <p>Please specify the latest data / estimate you have on:</p> <p>___% of employees in office full time</p> <p>___% of employees in hybrid work</p> <p>___% of employees full time teleworking</p> <p>Time period the data refer to: _____</p>
<p>7. Challenges</p>	<p>What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?</p> <p>1.</p> <p>2.</p> <p>3.</p>

8. Engagement	<p>Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?</p> <p>Have you consulted with Employment Equity Groups within your organization?</p> <p>Have you consulted with your Bargaining Agents?</p>
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Aide-mémoire à l'intention des administrateurs généraux

Lignes directrices de la Directive sur le télétravail dans la gestion d'un effectif hybride – 12 août 2022

Éléments clés de la Directive sur le télétravail

La *Directive sur le télétravail* exige que toutes les demandes de télétravail des employés soient examinées au cas par cas et décrit les exigences minimales que vous devez inclure dans l'entente.

L'employeur¹ a l'obligation de veiller à ce que la **santé et la sécurité** physiques et psychologiques de ses employés au travail soient protégées, **peu importe le lieu de travail**.

1. **Les ministères sont responsables d'assurer les coûts liés à l'équipement qu'ils jugent nécessaire** pour effectuer le travail (p. ex., ordinateurs, claviers, casques d'écoute, fournitures de bureau et tout ce que les évaluations ergonomiques jugent nécessaire pour la santé et la sécurité de ses employés travaillant à distance², etc.).
2. **Il incombe aux employés d'assumer le coût de l'équipement et de l'entretien du lieu de télétravail**, y compris le coût de l'assurance, des services publics et du mobilier de bureau (p. ex., Internet, chauffage, éclairage, etc.).
3. Évaluez les risques pour la **sécurité et la protection des renseignements personnels** associés au télétravail et déterminez les considérations pertinentes qui doivent être incluses dans vos ententes de télétravail.
4. L'employeur a une *obligation de prendre des mesures d'adaptation* pour les employés, peu importe l'endroit où ils effectuent le travail.
5. Les **demandes de télétravail** doivent être traitées **par écrit** et la justification de la décision doit être incluse.
6. Réviser les **ententes de télétravail** au moins une fois par année.
7. L'entente de télétravail doit comprendre des détails sur les **modalités de travail**, comme l'horaire, le lieu et les heures de travail, et ces détails doivent être conformes aux conventions collectives applicables.
8. Le télétravail est volontaire et peut être **résilié ou modifié** par l'une ou l'autre des parties (employé ou gestionnaire) avec un préavis raisonnable (p. ex., un préavis de quatre semaines).

¹ Dans le contexte de la santé et sécurité au travail (SST), l'employeur désigne chaque organisation séparément et non le Secrétariat du Conseil du Trésor (SCT) dans le sens de la négociation collective

² Le cycle 2020-2021 du cadre de responsabilité de gestion (CRG) a permis d'identifier les ministères ayant de bonnes pratiques notables en matière de prévention des blessures ergonomiques et de fourniture d'équipement aux employés, notamment Santé Canada et Services publics et Approvisionnement Canada (SPAC).

Aide-mémoire à l'intention des administrateurs généraux

Lignes directrices de la Directive sur le télétravail dans la gestion d'un effectif hybride – 12 août 2022

Autres considérations liées à la mise en œuvre des ententes de télétravail :

Indiquez clairement les mesures (disciplinaires ou autres) qui seront prises si l'un des éléments ci-dessous ne répond pas aux exigences opérationnelles.

1. Peu importe où les fonctionnaires travaillent, ils doivent respecter le Code de valeurs et d'éthique du secteur public.
2. Les employés **ne devraient pas travailler à distance dans des espaces publics** comme des cafés ou des bibliothèques publiques.
 - Le lieu de télétravail doit être clairement indiqué dans l'entente et doit être une résidence privée. Plusieurs emplacements peuvent être répertoriés.
 - Les employés sont censés travailler au Canada.
 - Tout changement apporté au lieu de télétravail doit être approuvé par le gestionnaire et indiqué dans l'entente de télétravail.
3. Mettez en place un processus par lequel les gestionnaires seront informés de l'endroit où leurs employés travaillent pour **gérer la santé et la sécurité desdits employés** (p. ex., en cas d'événements météorologiques, de menaces terroristes, d'incendies).
4. Établissez des **objectifs de rendement** pour tous les employés et indiquez clairement comment ceux-ci seront gérés.
5. Si l'**employé s'attend ou a l'intention de s'absenter ou d'être indisponible** (p. ex., malade), il doit immédiatement en aviser son gestionnaire et présenter toute demande de congé requise au cas par cas. Cela comprend les jours au lieu de travail désigné et au lieu de télétravail.
6. Si l'**employé n'est pas en mesure de terminer sa journée de travail à son lieu de télétravail** pour quelque raison que ce soit (p. ex., panne d'électricité, panne d'Internet), il doit prendre d'autres dispositions, comme se rendre au bureau ou prendre un congé approprié.
7. L'**environnement de travail de l'employé** doit être exempt de distractions afin de maintenir la qualité globale et la quantité de travail nécessaire pour atteindre les objectifs de rendement.
8. Le télétravail ne remplace pas le **congé approprié pris pour les soins aux aînés, les soins aux enfants ou pour d'autres responsabilités familiales**; l'employé est censé avoir pris des dispositions régulières lui permettant d'assurer la dispensation des soins aux personnes à sa charge pendant ses heures de travail.
9. Assurez-vous d'indiquer clairement aux employés avec une entente de télétravail à temps plein à quel moment les **déplacements vers le lieu de travail désigné** pourraient être nécessaires et assurez-vous également de les informer qu'ils seront tenus d'en payer les frais de déplacement.³

³ En date de juillet 2022, l'interprétation de la Directive du CNM sur les voyages est telle que l'employeur ne peut pas payer les frais de déplacement d'un employé vers le lieu de travail désigné.

Aide-mémoire à l'intention des administrateurs généraux

Lignes directrices de la Directive sur le télétravail dans la gestion d'un effectif hybride – 12 août 2022

Références

1. [Directive sur la santé et la sécurité au travail \(njc-cnm.gc.ca\)](#)
2. [Directive sur la gestion du rendement — Canada.ca](#)
3. [Politique de gestion des cadres supérieurs — Canada.ca](#)
4. [Directive sur l'obligation de prendre des mesures d'adaptation — Canada.ca](#)
5. [Lignes directrices sur l'optimisation d'un effectif hybride : Pleins feux sur le télétravail — Canada.ca](#)

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

1. Nom et taille de l'organisation	<p>Voici un lien qui peut vous être utile : Taille de l'organisation</p> <p>Nom de l'organisation :</p> <p>Nombre d'employés :</p> <p>Votre organisation a-t-elle des bureaux régionaux?</p> <p>Oui / Non</p> <p>Vos bureaux régionaux sont-ils des espaces de coworking GC ?</p> <p>Oui / Non</p>
2. Évaluations des postes	<p>Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride?</p> <p>Oui / Non</p> <p>Dans l'affirmative,</p> <p>Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein?</p> <p>Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps?</p> <p>Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein?</p>

	<p>Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.)</p> <p><i>Nous reconnaissons que les employés occupant des postes compatibles au télétravail à temps plein n'ont pas toujours l'option de travailler de cette façon.</i></p>
<p>3. Mise à l'essai</p>	<p>En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride?</p> <p>Oui / Non</p> <p>Si vous avez répondu non, veuillez expliquer pourquoi?</p> <p>Dans l'affirmative:</p> <p>Sur quoi porte la mise à l'essai de votre organisation?</p> <p>Quel est le calendrier de la mise à l'essai?</p> <p>Quel pourcentage des employés participent?</p> <p>La participation est-elle facultative ou obligatoire?</p> <p>De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés.</p> <p>Quelles mesures de résultats* votre organisation utilise-t-elle ?</p> <p><i>Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos</i></p>

	<p><i>activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale.</i></p> <p>Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation "Hybride en boîte" du BDPRH ? Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada.</p> <p>Oui / Non / Mon organisation est déjà un partenaire</p> <p>Dans l'affirmative, veuillez fournir le nom d'une personne-ressource :</p>
<p>4. Modèles hybrides</p>	<p>Votre organisation est-elle passée à un modèle de travail hybride?</p> <p>Oui / Non / Mis en œuvre à venir bientôt</p> <p>Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible :</p> <ul style="list-style-type: none"> a. Une fois par mois ou moins b. D'un à trois jours par mois c. Un jour par semaine d. Deux jours par semaine e. Trois jours par semaine f. Quatre jours par semaine g. Cinq jours par semaine (à temps plein) h. Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. i. Différentes exigences en fonction de l'emplacement des employés j. Autre : <p>Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation :</p>

	<p>Comment choisit-on les jours où l'employés doit travailler au bureau?</p> <ul style="list-style-type: none"> a. Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. b. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. c. Une combinaison des réponses a) et b) d. Autre : <p>De quelle façon votre organisation a-t-elle choisit les modèles hybrides?</p> <ul style="list-style-type: none"> a. Évaluations des profils des postes b. Emplacement des employés (les employés de la RCN travaillent au bureau) c. Précédent établi par d'autres organisations gouvernementales d. Mobilisation des employés /Exercices de chartre d'équipe e. Autre : <p>Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides?</p>
<p>5. Biens immobiliers et technologie</p>	<p>Quelle est la configuration actuelle de votre milieu de travail?</p> <p>Postes de travail à la carte</p> <p>Modèle traditionnel de cubicules assignés</p> <p>Lieux de travail basés sur l'activité</p> <p>Autre :</p> <p>Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?</p> <p>Oui/Non</p> <p>Envisagez-vous de réduire l'encombrement de votre bureau ?</p> <p>Oui / Non</p>

	<p>Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.</p> <p>Oui / Non</p> <p>Si oui, veuillez énumérer</p>
6. Présence sur le lieu de travail	<p>Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire?</p> <p>Oui / Non</p> <p>Dans l'affirmative :</p> <p>Veuillez préciser le nom de l'outil :</p> <p>Veuillez préciser les dernières données dont vous disposez sur :</p> <p>___ % des employés qui travaillent au bureau à temps plein</p> <p>___ % des employés qui suivent un modèle de travail hybride</p> <p>___ % des employés qui font du télétravail à temps plein</p> <p>Période à laquelle les données se réfèrent :</p>
7. Défis	<p>Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombre d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ?</p> <p>1.</p> <p>2.</p> <p>3.</p>
8. Mobilisation	<p>Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir?</p>

	<p>Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?</p> <p>Avez-vous consulté vos agents négociateurs?</p>
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Aide-Memoire to Deputy Heads

Guidance from the Directive on Telework in managing a hybrid workforce

August 12, 2022

Key Elements from the Directive on Telework

The Directive on Telework requires that all telework requests from employees are considered on a case-by-case basis and outlines the minimum requirements you must include in the agreement.

The employer¹ has the obligation to ensure that the physical and psychological **health and safety** at work of their employees is protected, **regardless of the work location**.

1. **Departments are responsible for the costs** related to **equipment they deem necessary** to perform the work (e.g., computers, keyboards, headsets, office supplies, and anything that ergonomic assessments deem necessary for the health and safety of your teleworking employees², etc.).
2. **Employees are responsible** for assuming the **cost of equipping and maintaining the telework location**, including the cost of insurance, utilities and office furniture (e.g., internet, heat, lighting, etc.).
3. Assess the **security and privacy** risks associated with telework and identify relevant considerations that must be included in your telework agreements.
- 4 The Employer has a Duty to Accommodate employees no matter the location where they perform the work.
5. **Telework requests** must be responded to **in writing** with the rationale for the decision included.
6. Review the **telework agreements** annually at minimum.
7. The telework agreement must include details of the **work arrangements**, such as schedule, location, hours of work, and these must be consistent with the applicable collective agreements.
- 8 Telework is voluntary and may be **terminated or amended** by either party (employee/manager) with reasonable notice (e.g., 4 weeks' notice).

¹ In the OHS Context the employer means each organization separately and not TBS in the Collective bargaining sense.

² MAF 2020-21 cycle identified departments with notable good practices for the prevention of ergonomic injuries and provision of equipment to employees, namely Health Canada and PSPC

Aide-Memoire to Deputy Heads

Guidance from the Directive on Telework in managing a hybrid workforce

August 12, 2022

Other considerations when implementing telework agreements:

Clearly indicate what measures (disciplinary or otherwise) will be taken if any of the below are not meeting operational requirements.

1. No matter where Public servants work, they are expected to abide by the Values and Ethics Code for the Public Sector.
2. Employees **should not be teleworking in public spaces** such as coffee shops or public libraries.
 - The telework location needs to be clearly indicated in the agreement and must be a private residence. Multiple locations can be listed.
 - Employees are expected to work within Canada
 - Any changes to the telework location must be approved by the manager and reflected in the telework agreement.
3. Have a process in place by which managers are informed of the location from which their employees are working to **manage the health and safety of employees** (e.g., in case of weather events, terror threats, fires).
4. Set **performance objectives** for all employees and be clear about how they will be managed.
5. If the **employee expects or intends to be absent or unavailable** (e.g., sick), they must immediately notify their manager and make any leave requests as required on a case-by-case basis. This includes both in-office days and telework days.
6. If the **employee is unable to complete their workday at their telework location** for any reason (e.g., power outages, internet outages), they are expected to make alternate arrangements such as going into the office or taking appropriate leave.
7. **The employee work environment** must be distraction-free, to maintain the overall quality and quantity of work to meet performance objectives.
8. Telework is not a substitute for taking the appropriate **leave for elder care, child-care, or other family related responsibilities**; the employee is expected to have regular dependent care arrangements in place during their work hours.
9. Ensure you are clear with your employees on a full-time telework agreement about when **travel to the designated worksite may be required**, and that they will be expected to pay for the costs of travel at that time.³

³ As of July 2022, NJC Travel Directive interpretation is such that the employer cannot pay for an employee to travel to their designated worksite.

Aide-Memoire to Deputy Heads
Guidance from the Directive on Telework in managing a hybrid workforce
August 12, 2022

References

1. [Occupational Health and Safety Directive \(njc-cnm.gc.ca\)](#)
2. [Directive on Performance Management- Canada.ca](#)
3. [Policy on the Management of Executives- Canada.ca](#)
4. [Directive on the Duty to Accommodate- Canada.ca](#)
5. [Guidance on optimizing a hybrid workforce: Spotlight on telework - Canada.ca](#)

McLaren, Shannon


From: Mueller, Terry <Terry.Mueller@pco-bcp.gc.ca>
Sent: Thursday, August 25, 2022 1:37 PM
To: Sarazin-Normand, Caroline
Cc: McClymont, Donnalyn; Pettipas, Tim; Pike, Rachelle
Subject: For Awareness: Message to Deputy Heads on the Departmental Hybrid Profile Questionnaire
Attachments: Message for Deputies_Departmental Profile template_Aug 23 EN_Comments.docx; Departmental Hybrid Profile Template_August 23 Comments.docx

Hi Caroline – further to our phone conversation attached please find our comments on the message and template.

Best,
Terry

Terry Mueller (she/her/elle)

Chief of Staff to the Deputy Secretary to the Cabinet
Senior Personnel and Public Service Renewal
Privy Council Office / Government of Canada
Terry.Mueller@pco-bcp.gc.ca /  s.16(2)

Chef de Cabinet auprès de la Sous-secrétaire du Cabinet
Personnel supérieur et renouvellement de la fonction publique
Bureau du Conseil privé / Gouvernement du Canada
Terry.Mueller@pco-bcp.gc.ca / 

From: McClymont, Donnalyn Donnalyn.McClymont@pco-bcp.gc.ca s.21(1)(a)
Sent: Wednesday, August 24, 2022 1:22 PM s.21(1)(b)
To: Sarazin-Normand, Caroline Caroline.Sarazin-Normand@tbs-sct.gc.ca
Cc: Donoghue, Christine (Ext) christine.donoghue@tbs-sct.gc.ca; Mueller, Terry Terry.Mueller@pco-bcp.gc.ca
Subject: RE: For Awareness: Message to Deputy Heads on the Departmental Hybrid Profile Questionnaire

Thanks guys, we will review here and get back to you. Thanks again. 

 Thanks again.

Donnalyn

Donnalyn McClymont

Deputy Secretary to the Cabinet
Senior Personnel and Public Service Renewal
Privy Council Office / Government of Canada
Donnalyn.McClymont@pco-bcp.gc.ca / Tel: 613-957-5337 / TTY: 613-957-5006

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21(1)(a), 21(1)(b)

**of the Access to Information Act
de la Accès à l'information**

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Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization	This link may be helpful: Size of organization	
	Organization Name:	
	Number of Employees:	s.21(1)(a)
	Does your organization have regional offices?	s.21(1)(b)

**Pages 222 to / à 226
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sont retenues en vertu des articles**

21(1)(a), 21(1)(b)

**of the Access to Information Act
de la Accès à l'information**

Pages 227 to / à 234

are duplicates

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McLaren, Shannon

From: Mueller, Terry <Terry.Mueller@pco-bcp.gc.ca>
Sent: Thursday, August 25, 2022 4:40 PM
To: McClymont, Donnalyn
Subject: FW: Op-Ed
Attachments: Minister's column_PCOedits_new.docx

FYI as discussed earlier with Tim.

From: Curran, Meagan <Meagan.Curran@pco-bcp.gc.ca>
Sent: Thursday, August 25, 2022 3:32 PM
To: Mueller, Terry <Terry.Mueller@pco-bcp.gc.ca>
Cc: Pettipas, Tim <Tim.Pettipas@pco-bcp.gc.ca>; St George, Shelley <Shelley.StGeorge@pco-bcp.gc.ca>
Subject: Op-Ed

s.21(1)(b)

Hi Terry,

Thanks!

Meagan Curran (she/her | elle)
Tel. | Tél. [REDACTED]

s.16(2)

**Pages 236 to / à 237
are withheld pursuant to section
sont retenues en vertu de l'article**

21(1)(b)

**of the Access to Information Act
de la Accès à l'information**

McLaren, Shannon

From: McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>
Sent: Thursday, August 25, 2022 1:28 PM
To: Mueller, Terry
Cc: Pike, Rachelle
Subject: Re: FOR YOUR REVIEW: Message and Hybrid Profiles PSR feedback
Attachments: Message for Deputies Departmental Profile template Aug. 23 EN Comments.docx; Departmental Hybrid Profile Template_August 23 Comments.docx

Ok looks good. Please send to Caroline with a cc to Tim. Thanks

s.21(1)(a)

Donnalyn

s.21(1)(b)

On Aug 25, 2022, at 1:19 PM, Mueller, Terry <Terry.Mueller@pco-bcp.gc.ca> wrote:

[REDACTED]

From: McClymont, Donnalyn Donnalyn.McClymont@pco-bcp.gc.ca
Sent: Wednesday, August 24, 2022 1:22 PM
To: Sarazin-Normand, Caroline Caroline.Sarazin-Normand@tbs-sct.gc.ca
Cc: Donoghue, Christine (Ext) christine.donoghue@tbs-sct.gc.ca; Mueller, Terry Terry.Mueller@pco-bcp.gc.ca
Subject: RE: For Awareness: Message to Deputy Heads on the Departmental Hybrid Profile Questionnaire

Thanks guys, we will review here and get back to you. Thanks again.

Thanks again.

Donnalyn

Donnalyn McClymont

Deputy Secretary to the Cabinet
Senior Personnel and Public Service Renewal
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[REDACTED]

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est retenue en vertu des articles**

21(1)(a), 21(1)(b)

**of the Access to Information Act
de la Accès à l'information**

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization	<p>This link may be helpful: Size of organization</p> <p>Organization Name:</p> <p>Number of Employees:</p> <p>Does your organization have regional offices?</p> <p>Yes/No</p> <p>Are your regional offices GC co working spaces?</p> <p>Yes/No</p>
2. Experimentation	<p>How is your department currently testing hybrid models or other aspects supporting the implementation of hybrid work?</p> <p>What is the timeframe?</p> <p>What percentage of employees are participating?</p> <p>Is participation voluntary or mandatory?</p> <p>How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results</p> <p>What factors are you using to determine the results of this period of experimentation/what outcome measures* is your organization using:</p> <p>How is your organization applying a GBA+ lens when evaluating hybrid work models?</p>

	<p>*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.</p> <p>Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.</p> <p>Yes / No / My organization is already a partner</p> <p>If yes, please provide a contact name:</p>
<p>3. Hybrid model(s)</p>	<p>Has your organization determined how it will shift to a hybrid work model(s)?</p> <p>Yes / No / will make a decision soon</p> <p>If yes, what model (s) have you selected?</p> <p>How many days are staff who worked predominately remotely during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:</p> <ul style="list-style-type: none"> a. Once a month or less b. One to three days a month c. One day a week d. Two days a week e. Three days a week f. Four days a week g. Five days a week (full time) h. Not applicable: Staff have not been instructed to work on-site at a regular cadence i. Different requirements based on employee location j. Other: <p>If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:</p> <p>How are the on-site days chosen?</p> <ul style="list-style-type: none"> a. Employees individually decide which day(s) to come on-site b. There are fixed "team days" where everyone in the team comes on-site

	<p>c. A combination of a) and b) d. Other:</p> <p>How did your organization choose hybrid models?</p> <p>a. Position profile assessments b. Employee location (NCR employees come into the office) c. Precedence set by other government organizations d. Employee engagement / Team charter exercises e. Other:</p>
<p>4. Position Assessments</p>	<p>Did your organization assess positions for compatibility with hybrid work?</p> <p>Yes/No</p> <p>If yes,</p> <p>What percentage of positions were assessed as having full-time in-office requirements?</p> <p>What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?</p> <p>What percentage of positions were assessed as compatible with fully remote work / telework?</p> <p>What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)</p> <p><i>We acknowledge that positions assessed for full time remote are not always offered this option</i></p>
<p>5. Real Property & Technology</p>	<p>How is your office space currently configured?</p> <p>Hoteling workstations</p> <p>Traditional assigned cubicles</p> <p>Activity Based Workplaces</p> <p>Other:</p>

	<p>If yes, what is your time frame?</p> <p>Are you planning to reduce your office footprint?</p> <p>Yes / No</p> <p>Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)</p> <p>Yes / No</p> <p>If yes, please list</p>
<p>6. Onsite Presence</p>	<p>Does your organization have a tool in place to collect data on when and how frequently employees in your organization are working in the office?</p> <p>Yes / No</p> <p>If yes:</p> <p>Please specify the name of the tool:</p> <p>Please provide the latest data / estimate you have on:</p> <p>___% of employees in office full time</p> <p>___% of employees in hybrid work</p> <p>___% of employees full time teleworking</p> <p>Time period the data refer to: _____</p>
<p>7. Challenges</p>	<p>What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>8. Best Practices</p>	<p>What are your top three best practices supporting your organizations transition to a hybrid workplace?</p>

	<ol style="list-style-type: none">1.2.3.
9. Engagement	

Good morning/afternoon colleagues,

I hope this note finds you well and that you are enjoying the summer.

As we continue to work towards developing hybrid approaches for our respective departments and agencies, I am writing today to request a summary of your organization's hybrid plans for the fall. The collection of information is essential as we work - from the centre - to support you and our public service employees through this time of change. After so many years of developing policies, directives and standards to support in-office work, the shift to hybrid will take time and must be informed by the organizations we serve.

To that end, we are asking for departments and agencies to complete the attached hybrid profile for your organization by September X, 2022.

Organizational input received through this process will help inform our next steps for how we manage and guide the changing work environment of the public service. Collectively, it is also beneficial to understand how colleague departments are handling the transition to hybrid work. Hybrid implementation will inevitably vary based on operational realities and organizational needs but sharing information across departments can accelerate our learning, facilitate coherence, and improve our planning.

As always, thank you for your ongoing collaboration as we shape the future of work of the public service together.

McLaren, Shannon

From: Fee, Stuart
Sent: Thursday, August 25, 2022 5:40 PM
To: Adler, Jeremy; Shea, Matthew
Subject: revised
Attachments: Update on PCO Hybrid Model - August 25 rev 2022.docx

**Pages 247 to / à 248
are withheld pursuant to section
sont retenues en vertu de l'article**

21(1)(b)

**of the Access to Information Act
de la Accès à l'information**

Page, Chantal

From: Shea, Matthew
Sent: Friday, August 26, 2022 12:26 PM
To: Adler, Jeremy
Cc: Fee, Stuart
Subject: Re: Draft Return to Work Message
Attachments: 220804 DM Note Return to physical offices FIN-revised dmo edits (PCO Fin TBS).docx

s.21(1)(b)

On Aug 26, 2022, at 12:07 PM, Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca> wrote:

Sent from my iPhone

On Aug 26, 2022, at 11:55 AM, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> wrote:

Sent from my iPhone

On Aug 26, 2022, at 11:17 AM, Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca> wrote:

Here is the latest CA message, with a late addition from TBS highlighted in yellow (I have not flagged that to the Clerk as yet and am not sure if that is necessary detail to include, but would welcome your views).

I provided a copy of the version (without the TBS addition) to the Clerk last night and am awaiting any feedback. Do we need to loop back with anyone else before she signs off? Donnalyn, etc?

I also gave the Clerk the draft PCO message yesterday, and noted that there had already been some engagement of employee groups and that this would continue, but noted that we recommended providing 3 weeks notice for the plan before it is implemented, so would need to send ASAP after the long weekend if we are going to target Sept.

From: Cosgrove, Tara <Tara.Cosgrove@tbs-sct.gc.ca>
Sent: Friday, August 26, 2022 8:56 AM
To: Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>; Williams, Tushara

<Tushara.Williams@fin.gc.ca>
Subject: RE: Draft Return to Work Message

s.21(1)(b)

Hi Jeremy, sorry for the late entry

I have included the sentence in this version. Again, sorry for the late suggestion.

Tara Cosgrove
Chief of Staff to the Secretary
Office of the Secretary of the Treasury Board of Canada
Treasury Board Secretariat
tara.cosgrove@tbs-sct.gc.ca/Tel: Cell: [REDACTED]

s.16(2)

Chef de cabinet du Secrétaire
Cabinet du Secrétaire du Conseil du Trésor du Canada
Secrétariat du Conseil du Trésor
tara.cosgrove@tbs-sct.gc.ca / Tél: Mobile [REDACTED]

From: Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>
Sent: Friday, August 26, 2022 7:55 AM
To: Williams, Tushara <Tushara.Williams@fin.gc.ca>; Cosgrove, Tara <Tara.Cosgrove@tbs-sct.gc.ca>
Subject: RE: Draft Return to Work Message

Attached is the version of the message currently with the Clerk. Will advise once I have any further feedback. Thanks!

From: Williams, Tushara <Tushara.Williams@fin.gc.ca>
Sent: Wednesday, August 24, 2022 9:31 PM
To: Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>; 'Cosgrove, Tara' <Tara.Cosgrove@tbs-sct.gc.ca>
Subject: RE: Draft Return to Work Message

Jeremy

Michael is very happy with your changes. He has one small change. Given where we are in the summer he says we should say: "enjoy the end of summer" or "enjoy the last few weeks of summer"

Grateful if you could send me the draft you send the Clerk.

Thank you!
Tushara

From: Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>
Sent: Wednesday, August 24, 2022 6:51 PM
To: 'Cosgrove, Tara' <Tara.Cosgrove@tbs-sct.gc.ca>; Williams, Tushara <Tushara.Williams@fin.gc.ca>
Subject: RE: Draft Return to Work Message

Hi Tara and Tushara – sorry for the delay in providing feedback. Pls see attached for some suggested edits from PCO. These have been reviewed up to the Deputy Clerk; I will still need to run this by the Clerk once we have a final draft. I have included a clean version as well as a tracked one for ease of reading.

Happy to chat tomorrow to discuss and try to get this over the finish line.

Jeremy

From: Cosgrove, Tara <Tara.Cosgrove@tbs-sct.gc.ca>
Sent: Monday, August 22, 2022 11:35 AM
To: Tushara.Williams@fin.gc.ca; Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>
Subject: FW: Draft Return to Work Message

Hello, please find attached some suggested changes from our Comms and HR folks to the message. The team wanted to ensure it reflects messaging we have used at TBS. We are completely open to any messages that have been removed, you feel are necessary for your office.

Please feel free to reach out if you wish to discuss further.

Thanks Tara

Tara Cosgrove
 Chief of Staff to the Secretary
 Office of the Secretary of the Treasury Board of Canada
 Treasury Board Secretariat
 tara.cosgrove@tbs-sct.gc.ca/Tel: Cell: [REDACTED]

s.16(2)

Chef de cabinet du Secrétaire
 Cabinet du Secrétaire du Conseil du Trésor du Canada
 Secrétariat du Conseil du Trésor
 tara.cosgrove@tbs-sct.gc.ca / Tél: Mobile : [REDACTED]

Begin forwarded message:

From: "Sabia, Michael"
 <michael.sabia@fin.gc.ca>
Date: August 18, 2022 at 3:12:34 PM

EDT

To: Janice.Charette@pco-bcp.gc.ca,
"Flack, Graham" <Graham.Flack@tbs-sct.gc.ca>, nathalie.g.drouin@pco-bcp.gc.ca

Cc: "Williams, Tushara"
<Tushara.Williams@fin.gc.ca>

Subject: Draft Return to Work Message

s 21(1)(a)

s.21(1)(b)

s 21(1)(d)

Janice and Graham

[Redacted]

[Redacted]

I think finishing this up might be best handled among our respective chiefs of staff so that we can move quickly.

Let me know what you think.

Michael

Page 253

**is withheld pursuant to sections
est retenue en vertu des articles**

21(1)(a), 21(1)(b), 21(1)(d)

**of the Access to Information Act
de la Accès à l'information**

McLaren, Shannon

From: Shea, Matthew
Sent: Friday, August 26, 2022 11:40 AM
To: McClymont, Donnalyn; Pettipas, Tim
Subject: PCO/TBS/FIN joint message
Attachments: 220804 DM Note Return to physical offices FIN revised dmo edits (PCO Fin TBS).docx

Good morning.

I was just provided this updated draft of the message.

Matt

s.21(1)(a)

Page 255

**is withheld pursuant to sections
est retenue en vertu des articles**

21(1)(a), 21(1)(b), 21(1)(d)

**of the Access to Information Act
de la Accès à l'information**

McLaren, Shannon

From: Bilodeau, Francis (he, him | il, lui) (ISED/ISDE) <francis.bilodeau@ised-isde.gc.ca>
Sent: Thursday, September 1, 2022 1:19 PM
To: McClymont, Donnalyn
Subject: Return to the Workplace

s.21(1)(b)

Hi Donnalyn,

Please don't hesitate to let me know if I can provide any additional context or information on our return to the workplace plans.

All the best!

Francis Bilodeau
Associate Deputy Minister / Sous-ministre délégué (he | him / il | lui)
Innovation, Science and Economic Development Canada / Government of Canada
Innovation, Sciences et Développement économique Canada / Gouvernement du Canada
(613) 415-6651

McLaren, Shannon

From: Shea, Matthew
Sent: Friday, September 2, 2022 12:00 AM
To: Fee, Stuart
Subject: Re: RTW
Attachments: PCO Hybrid Message to Staff - Take II - September 1.docx

I like the points you have. I think we need to add back in some linkages with the survey. I liked some of the wording we had there before and I continue to think it shows their feedback was considered.

Happy to connect on this early tomorrow.

Matt

On Sep 1, 2022, at 5:56 PM, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> wrote:

Ugggh...I have managed to get to here – far removed from my expectations. It is an outline consistent with Clerk/DC conversation I think, but well short of a sophisticated message. Let me know your general reactions and points to incorporate.

I can't help but wonder if our speechwriters can spruce it up once we agree on an outline. I know.... trouble

Stuart

PCO Hybrid Message to Staff

- We hope you all found time away from work this summer to relax, visit with family and friends, and get back to doing the things you enjoy.
- We are privileged at PCO to have such a unique mission so central to the effective functioning of government.
- Our core mission to support the Prime Minister, Deputy Prime Minister and the Cabinet on matters of national and international importance is our core business and we do it well.
- Day in and day out we deliver the expert, impartial advice that serves Canadians, our communities and the public interest under the direction of the elected government.
- The pandemic has showed us what we can do during times of crisis and we have learned from this experience.
- At the same time, the pandemic has also disrupted our usual lines of work and we are now moving into a new phase that requires us to adopt the best aspect of being in-office and the advantages of remote work.
- The work we do is a team sport and when we pull together we deliver for Canadians, no matter what position you hold in the organization.
- In our previous correspondence, we communicated our expectations for a gradual return to the PCO workplace, particularly the need to experiment with different hybrid options over the summer months.
- The nature of our work at PCO demands that most of us need to be in the in-office at least twice per week.
- We are moving into a new phase. An evolution of our new hybrid model.

To that end, the next phase of the PCO hybrid model will be guided by the following principles:

- a minimum presence of 2 days per week in office will be required of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time but flexibility will be provided to teams in terms of how they organize themselves in order to optimize their own particular work environment.
- Managers are asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
- Full-time telework arrangements will only be offered in exceptional circumstances.

Conclude.....

McLaren, Shannon

From: Fee, Stuart
Sent: Tuesday, September 6, 2022 2:36 PM
To: Drouin, Nathalie G
Cc: Charette, Janice; Shea, Matthew
Subject: RE: Revised PCO Hybrid Message to Staff - Sept 6
Attachments: PCO Hybrid Message to Staff - Take II - September 1.docx

Proposed revisions attached.

From: Fee, Stuart
Sent: Tuesday, September 6, 2022 2:26 PM
To: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Cc: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>
Subject: RE: Revised PCO Hybrid Message to Staff - Sept 6

s.21(1)(b)

Thanks. Will adjust.

From: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Sent: Tuesday, September 6, 2022 2:13 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>
Subject: Re: Revised PCO Hybrid Message to Staff - Sept 6

Thanks
The tone and messages are good.

The first sentence of the third paragraph has too many "excellence"

Can we add one sentence to acknowledge and thank employees who have to be in the office full time because of the nature of their work. By accepting the requirements of their job they demonstrate dedication and professionalism.

Nathalie G. Drouin
she/elle

Le 6 sept. 2022 à 05:28, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> a écrit :

Good morning to you both. Please find below a reworked message which I hope is getting close to the right messaging and tone you are seeking.

Stuart

We hope you all are finding time away from work this summer to relax, visit with family and friends, and explore new and different things.

We are privileged at PCO to have such a unique mission so central to the effective functioning of government. Our core mission to support the Prime Minister, Deputy Prime Minister, PCO Ministers and the Cabinet on matters of national and international importance is a responsibility that requires expertise, dedication and collaboration. Our work is a team sport and when we pull together, we deliver for Canadians. No matter what position you hold in the organization, you all have an indispensable contribution to provide.

The work we do demands excellence. PCO has always had the reputation of being home to excellence and our workplace must continue to support that excellence. We have an opportunity now to define and shape our new working environment - one that facilitates collaboration, attracts and retains talent, one that is fair for all and rich in experiences and learning opportunities. It is important that PCO employees feel they belong within the organization and its goals. We need a hybrid approach that is clear and flexible, that acknowledges the nature and unique requirements of PCO, and one that adopts and balances the best aspects of being in-office and the advantages of remote work.

We are pleased to see that engagement and experimentation across the department has been underway since we asked for a recurrent in-person presence in June, with strong participation from PCO employees. Thank you for participating. The majority of you completed the recent PCO survey designed to capture feedback, which we truly appreciate. This has provided useful data in addition to the discussions that have been taking place between managers and teams. To offer additional clarity and flexibility to our position on hybrid, we offer the following guiding principles that will help shape the next phase of PCO's work environment.

1. Recent analysis undertaken by managers concluded that the nature of our work at PCO demands that most of us need to be in the in-office at least twice per week. As such an equivalent of two days per week in office will be requested of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time but flexibility will be provided in terms of how they organize themselves in order to optimize their own particular work environment.
2. Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
3. The PCO hybrid model and experience will evolve over time and continuous learning will guide future decisions.
4. Full-time telework arrangements will only be offered in exceptional circumstances.

We understand this new posture may require some planning on your part. Our expectation is that all Secretariats will implement their hybrid model before the end of September.

We will continue to follow [public health guidance](#) and the COVID situation and will adjust as necessary. The physical and mental health and safety of employees will always remain our first priority. Measures are in place to ensure a safe and productive working environment. As

always, we encourage you to speak with your manager if you have questions or concerns and to refer to the [COVID-19 Hub](#) on InfoNet or [Canada.ca](#) for more information.

We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk of the Privy Council

Nathalie G. Drouin, Deputy Clerk of the Privy Council

PCO Hybrid Message to Staff

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While we often speak of a “return” to the workplace, we wish to acknowledge and thank those PCO employees who have been in the office on a full-time basis due of the nature of their work. We appreciate the dedication and professionalism given the requirements of their job.

We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk

Nathalie G. Drouin, Deputy Clerk

McLaren, Shannon

From: Fee, Stuart
Sent: Tuesday, September 6, 2022 5:40 PM
To: Drouin, Nathalie G
Cc: Charette, Janice; Shea, Matthew
Subject: RE: Revised PCO Hybrid Message to Staff - Sept 6
Attachments: PCO Hybrid Message to Staff - Take II - September 6 - 1737.docx

Yes, of course. A clean version attached.

From: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Sent: Tuesday, September 6, 2022 5:33 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>
Subject: Re: Revised PCO Hybrid Message to Staff - Sept 6

On your new sentence can we use the word foster instead of support.

Nathalie G. Drouin
she/elle

Le 6 sept. 2022 à 11:36, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> a écrit :

Proposed revisions attached.

s.21(1)(b)

From: Fee, Stuart
Sent: Tuesday, September 6, 2022 2:26 PM
To: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Cc: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>
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We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk of the Privy Council
Nathalie G. Drouin, Deputy Clerk of the Privy Council

PCO Hybrid Message to Staff

We hope you all are finding time away from work this summer to relax, visit with family and friends, and explore new and different things.

We are privileged at PCO to have such a unique mission so central to the effective functioning of government. Our core mission to support the Prime Minister, Deputy Prime Minister, PCO Ministers and the Cabinet on matters of national and international importance is a responsibility that requires expertise, dedication and collaboration. Our work is a team sport and when we pull together, we deliver for Canadians. No matter what position you hold in the organization, you all have an indispensable contribution to provide.

The work we do demands excellence. PCO has always had the reputation of being home to excellence and our workplace must continue to foster that. We have an opportunity now to define and shape our new working environment - one that facilitates collaboration, attracts and retains talent, one that is fair for all and rich in experiences and learning opportunities. It is important that PCO employees feel they belong within the organization and its goals. We need a hybrid approach that is clear and flexible, that acknowledges the nature and unique requirements of PCO, and one that adopts and balances the best aspects of being in-office and the advantages of remote work.

We are pleased to see that engagement and experimentation across the department has been underway since we asked for a recurrent in-person presence in June, with strong participation from PCO employees. Thank you for participating. The majority of you completed the recent PCO survey designed to capture feedback, which we truly appreciate. This has provided useful data in addition to the discussions that have been taking place between managers and teams.

To offer additional clarity and flexibility to our position on hybrid, we offer the following guiding principles that will help shape the next phase of PCO's work environment.

- Recent analysis undertaken by managers concluded that the nature of our work at PCO demands that most of us need to be in the in-office at least twice per week. As such an equivalent of two days per week in office will be requested of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time but flexibility will be provided in terms of how they organize themselves in order to optimize their own particular work environment.
- Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
- The PCO hybrid model and experience will evolve over time and continuous learning will guide future decisions.
- Full-time telework arrangements will only be offered in exceptional circumstances.

We will continue to follow [public health guidance](#) and the COVID situation and will adjust as necessary. The physical and mental health and safety of employees will always remain our first priority. Measures are in place to ensure a safe and productive working environment. As always, we encourage you to speak with your manager if you have questions or concerns and to refer to the [COVID-19 Hub](#) on InfoNet or [Canada.ca](#) for more information.

While we often speak of a “return” to the workplace, we wish to acknowledge and thank those PCO employees who have been in the office on a full-time basis due of the nature of their work. We appreciate the dedication and professionalism given the requirements of their job.

We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk

Nathalie G. Drouin, Deputy Clerk

Page, Chantal

From: Shea, Matthew
Sent: Saturday, September 10, 2022 12:11 PM
To: Fee, Stuart
Subject: Fwd: 🕒2m CBC: Federal public service employees frustrated with 'vague' return-to-work plans

Cue our message. 🗣️

Begin forwarded message:

From: "Tessier, Jean" <Jean.Tessier@pco-bcp.gc.ca>
Date: September 10, 2022 at 12:06:42 PM EDT
To: "PCO.F Assistant Secretary ADM / Secrétaires adjoints SMA F.BCP" <PCO.AssistantSecretaryADM-SecretairesadjointsSMA.BCP@pco-bcp.gc.ca>, PCO Executive <PCOExecutive@pco-bcp.gc.ca>
Subject: 🕒2m CBC: Federal public service employees frustrated with 'vague' return-to-work plans

Federal public service employees frustrated with 'vague' return-to-work plans

Employees gradually returning to work since early March

Safiyah Marhnouj • CBC News

As federal employees gradually return to the office in person, some workers and members of the public service union say they want more clarity and consistency from the Treasury Board of Canada about working arrangements.

Since early March, federal departments have been gradually returning to on-site or hybrid work after being given the green light by the Treasury Board, which oversees the federal workforce.

The Treasury Board said in a statement there was "no one-size-fits-all approach," and deputy ministers each have the authority on how their employees will make that return.

But with decisions in the hands of each department, some public service employees are frustrated with the lack of consistency.

"We do not see a clear direction in terms of what return-to-work looks like," said Sharon DeSousa, national executive vice-president of the Public Service

Alliance of Canada, a union representing around 200,000 workers across the country.

She said she's heard from members of the union about a lack of answers and a sense of "instability" surrounds returning to work, particularly with how plans look different from department to department.

DeSousa said employees deserve to have safe and healthy work environments, adding the mental health of everyone has suffered through the pandemic. Employees need to know the government has their back, she said.

"They need consistency, they need support, they need to ensure their health and welfare is taken care of, and they need clear communication."

'Loose, vague directives'

Kristina MacLean, who works for the Department of National Defence, said she's currently pushing for a hybrid work model, but the lack of strong language outlining teleworking options makes it difficult.

"We did the work, we've shown we can do the work, now it's time for everyone to be a little flexible."

MacLean said the lack of consistency across departments is a "major problem."

"Right now it's at the employer's discretion," she said. "Depending on which department you're in or what classification you are, you're getting different treatment and you could all be working in the same office."

MacLean said she's found the communication surrounding the return to work has been made up of "loose, vague directives" that are up to interpretation.

"I think that puts us in dangerous territory because if it's completely up to the discretion of the employer, how are we going to protect the workers' rights?"

In its labour force survey for the month of August, Statistics Canada said it continued to see an upward trend of people reporting hybrid working arrangements, with 8.6 per cent of those surveyed working in a hybrid model.

Statistics Canada said it doesn't have data on the number of federal public service employees currently working remotely or in a hybrid model.

Differences across departments

CBC News reached out to various federal departments about their plans on employees returning to the workplace. The Department of Canadian Heritage did not respond to CBC in time for publication.

1. The **Canada Revenue Agency** said it will be moving toward a hybrid work model, and will gradually increase the number of employees working on-site.
2. **The Department of Finance** said it is adopting a hybrid plan where most employees will work a combination of in person and on-site, and is hoping for employees to eventually spend 50 per cent of their time in the office.
3. The **Department of Justice** said it is now adopting a hybrid work model, and employees wanting to work from home will need to have approved telework agreements by Oct. 3. There is currently no department-wide minimum number of days to work on-site.
4. **The Department of National Defence** said it will gradually transition to a hybrid workforce over the coming months. Around 50 per cent of its employees were working on-site during the pandemic, it said.
5. The **Department of Public Safety** said it will be adopting a hybrid model, with telework agreements defined in collaboration with employee's managers. It said the process is expected to be finalized by November 2022.
6. **Employment and Social Development Canada (ESDC)** said it formally began implementing its flexible work model on Sept. 6, with many of ESDC employees continuing to work on-site.
7. **Environment and Climate Change Canada** said it has maintained critical services on-site throughout the pandemic, and an increasing number of employees have been coming into work on a regular basis in the last few months. By September, all executives are expected to have regular and sustained on-site presence, and all employees or managers who telework must have a signed telework agreement.
8. **Fisheries and Oceans Canada** said a significant number of its employees continued working on-site throughout the pandemic, and over the summer employees were returning to offices across the country. Hybrid work arrangements have been adopted, and the department said it anticipates employees will be in the office one to two days a week.
9. **Health Canada** and the **Public Health Agency of Canada** said the health and safety of its employees is a top priority as they transition to a hybrid workforce.
10. **Immigration, Refugees and Citizenship Canada** said it is continuing to transition to a hybrid workplace model.
11. **Indigenous Services Canada** said it's planning for a return to work sites this fall, and an in-person presence will be expected one day per week or more. **Crown-Indigenous Relations and Northern Affairs Canada** said it's continuing to work on a gradual return to the workplace for the fall as more employees return to work.

12. **Innovation, Science and Economic Development Canada** said it is carrying out a return-to-the-office plan with the majority of its employees adopting a hybrid plan, working on-site two to three days a week on average. Some employees will have more or less in-office days depending on their job function.
13. **Public Services and Procurement Canada** said it is progressively transitioning to a hybrid workplace.
14. **Transport Canada** said each employee has an individual work arrangement with their manager, and employees have an option of returning to work full-time or a hybrid plan depending on their job requirements. The work arrangement agreements must be implemented by September, and a number of employees have already been working on-site throughout the pandemic.

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•

McLaren, Shannon

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 6:19 PM
To: Inglese, Gianna
Subject: RE: RTW FINAL MESSAGE

I think probably getting a bit too late to send the message. I don't want people to miss it. Perhaps we send first thing tomorrow morning.

s.16(2)

From: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 5:58 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Revised French coming in minutes and then yes, we can get it out no problem.
Stand by for a greenlight message from me.

Gianna Inglese

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 5:58 PM
To: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Are we able to send this out?

From: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 5:09 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>; Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Thanks, will revert back shortly with the French.

Gianna Inglese

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 5:06 PM
To: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>; Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

I am fine with the adjustments. Thanks.

From: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 4:57 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>; Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Hi Stuart, the team noticed some grammatical issues with the English. Please find attached.
The French is being reviewed now.
If you'd prefer us send the original version as-is, please let me know.
Thanks,

s.16(2)

Gianna Inglese

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 4:53 PM
To: Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>; Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Hi Gianna - We are good to send this out.

Please use the following subject line. Thank you.

Moving to PCO's New Hybrid Model / Mise en place du nouveau modèle de travail hybride pour le BCP

From: Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 4:31 PM
To: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>; Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

French looks fine.

*Louise Bowles
Executive Assistant to the Clerk of the Privy Council of Canada
Adjointe Exécutive du Greffier du Conseil privé
613-957-5403*

From: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 4:28 PM
To: Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>; Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Thanks. And any word on the French?

Gianna Inglese

s.16(2)

From: Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 4:27 PM
To: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>; Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Hi Gianna,

Stuart has confirmed that the first option (moving to...) for the subject line is the preference.

*Louise Bowles
Executive Assistant to the Clerk of the Privy Council of Canada
Adjointe Exécutive du Greffier du Conseil privé
613-957-5403*

From: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 3:56 PM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>; Saul, Dawolu <Dawolu.Saul@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>
Subject: RE: RTW FINAL MESSAGE

Hi Stuart, thanks. Well received. We won't edit but I will ask the team to do a red flags disaster edit check. We'll hold on the French until we hear from you as well as the subject line – but in the meantime I'll get the team to review the English and prep the file. And of course, we'll wait for your greenlight. Regards,

Gianna Inglese

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 3:49 PM
To: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>
Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Bowles, Louise <Louise.Bowles@pco-bcp.gc.ca>
Subject: RTW FINAL MESSAGE

Hi Gianna – here is the message to all PCO staff. Appreciate if you can get it ready in email format to send. This has been signed off by both Clerks so no need to edit at all. We are reviewing the French translation now and will land on a subject line shortly.

Please hold off on sending until I provide a green light. Thanks!

Stuart

McLaren, Shannon

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 3:49 PM
To: Inglese, Gianna
Cc: Tessier, Jean; Bowles, Louise
Subject: RTW FINAL MESSAGE
Attachments: PCO Hybrid Message to Staff - September 12 - FINAL.docx

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Stuart

Moving to PCO's New Hybrid Model / Mise en place du nouveau modèle de travail hybride pour le BCP

OR

Update on PCO's Hybrid Model / Mise à jour sur le modèle de travail hybride du BCP

We hope you found time away from work this summer to relax, visit with family and friends, and explore new and different things.

We are privileged at PCO to have such a unique mission so central to the effective functioning of government. Our core mission to support the Prime Minister, Deputy Prime Minister, PCO Ministers and the Cabinet on matters of national and international importance is a responsibility that requires expertise, dedication, and collaboration. Our work is a team sport and when we pull together, we deliver for Canadians. No matter what position you hold in the organization, you all have an indispensable contribution to provide.

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To offer additional clarity and flexibility to our position on hybrid, we offer the following guiding principles for the next phase of PCO's work environment.

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- Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
- The PCO hybrid model and experience will evolve over time and continuous learning will guide future decisions.
- Full-time telework arrangements will only be offered in exceptional circumstances.

We understand this new posture may require some planning on your part. Our expectation is that all Secretariats will implement their hybrid model before the end of September.

We will continue to follow [public health guidance](#) and the COVID situation and will adjust as necessary. The physical and mental health and safety of employees will always remain our first priority. Measures are in place to ensure a safe and productive working environment. As always, we encourage you to speak with your manager if you have questions or concerns and to refer to the [COVID-19 Hub](#) on InfoNet or [Canada.ca](#) for more information.

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We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk of the Privy Council

Nathalie G. Drouin, Deputy Clerk of the Privy Council

.....

Nous espérons que vous avez pu profiter de l’été pour vous détendre, voir votre famille et vos amis et essayer de nouvelles choses.

De par sa mission unique et cruciale au bon fonctionnement du gouvernement, le BCP constitue un milieu de travail sans nulle autre pareil. Notre principal mandat, soit aider le premier ministre, la vice-première ministre, les ministres du BCP et le Cabinet sur les questions d’importance, à l’échelle nationale et internationale, est une responsabilité qui requiert expertise, dévouement et collaboration. Le travail est un sport d’équipe, et, lorsque nous unissons nos efforts, nous obtenons des résultats pour la population. Peu importe le poste que vous occupez, votre contribution est indispensable.

Notre travail demande l’excellence. Le BCP a toujours eu la réputation d’être un bassin d’excellence, et notre milieu de travail doit continuer d’incarner cette qualité. Nous avons

maintenant l'occasion de créer notre nouvel environnement de travail. Un environnement qui favorise la collaboration, qui attire les employés de talent et les incite à demeurer avec nous. Un environnement juste pour tous et riche en expériences et occasions d'apprentissage. Les employés du BCP doivent absolument sentir qu'ils ont leur place au sein de l'organisation et qu'ils participent à l'atteinte des objectifs. L'approche hybride doit être claire et adaptable, tenir compte de la nature et des exigences uniques du BCP, et marier les bienfaits de la présence au bureau et les avantages du télétravail.

Nous sommes heureuses de voir la mobilisation et la mise à l'essai de différentes approches au sein des ministères depuis que nous avons demandé une présence en personne récurrente, en juin, et la grande participation du personnel du BCP. Merci. La majorité d'entre vous a rempli le récent sondage qui avait pour but d'obtenir des commentaires, et nous vous en sommes profondément reconnaissantes. Vos réponses ont fourni des données utiles qui s'ajoutent aux discussions entre les gestionnaires et les équipes.

Voici les principes directeurs qui orienteront la prochaine phase de l'environnement de travail au BCP. Ceux-ci favoriseront la clarté et la souplesse de notre position en matière de mode de travail hybride.

- Les récentes analyses réalisées par les gestionnaires ont montré que la nature de notre travail au BCP exige que la majorité des employés travaillent au bureau au moins deux jours par semaine. Ainsi, tous les employés doivent venir sur places l'équivalent de deux jours par semaine. Nous encourageons les directions à offrir des postes de travail individuels au bureau, lorsqu'il est possible de le faire, mais nous ferons preuve de souplesse quant à la façon dont les équipes s'assureront d'optimiser leur propre environnement de travail.
- On demande aux gestionnaires de veiller à offrir une certaine latitude dans l'application de cette norme minimale, qui tiendra compte des circonstances individuelles et qui permettra de préserver les éléments de l'équilibre travail-vie personnelle que beaucoup ont appris à aimer.
- Le modèle de travail hybride du BCP et l'expérience à ce sujet évolueront au fur et à mesure des apprentissages qui orienteront nos futures décisions.
- Des dispositions de télétravail à temps plein ne seront offertes qu'en des circonstances exceptionnelles.

Nous comprenons que cette nouvelle situation pourrait nécessiter une certaine planification. Nous nous attendons à ce que tous les secrétariats mettent en place leur modèle hybride avant la fin du mois de septembre.

Nous continuerons de respecter les [lignes directrices de la santé publique](#) et de nous ajuster à la situation liée à la COVID. La santé mentale et physique de nos employés et leur sécurité demeureront notre priorité. Des mesures sont en place pour veiller à un environnement de travail sûr et productif. Comme toujours, nous vous encourageons à discuter avec votre

gestionnaire si vous avez des questions ou des commentaires, et à consulter la page sur la [COVID 19](#) sur Infonet ou le [Canada.ca](#) si vous souhaitez obtenir de plus amples renseignements.

Même si nous parlons souvent d'un « retour » au bureau, nous souhaitons reconnaître le dévouement et le professionnalisme des employés qui sont demeurés au bureau à temps plein en raison de la nature de leurs tâches. Nous leur transmettons nos plus sincères remerciements.

Nous croyons que la prochaine phase de mise en place d'un mode de travail hybride saura placer l'organisation dans des conditions idéales en vue de ce qui s'annonce une session d'automne passablement occupée.

Janice Charette, greffière du Conseil privé

Nathalie G. Drouin, sous-greffière du Conseil privé

McLaren, Shannon

From: Vandergrift, Michael <Michael.Vandergrift@pco-bcp.gc.ca>
Sent: Monday, September 12, 2022 1:33 PM
To: Baird, Louise; Ritchot, Jeannine; Khosla, Jay; Harty, Siobhan; Brunelle-Côté, Antoine, Tessier, Jean; Miller, Jennifer; Muir, Alexandra; Brady, Marie-Joie; Pagé Richer, Emmanuelle
Subject: Fwd: Return to the Workplace Message
Attachments: PCO Hybrid Message to Staff - September 12 - FINAL.docx

FYI - as we discussed.

Sent from my iPhone

Begin forwarded message:

From: "Fee, Stuart" <Stuart.Fee@pco-bcp.gc.ca>
Date: September 12, 2022 at 12:21:09 PM EDT
To: "Tessier, Jean" <Jean.Tessier@pco-bcp.gc.ca>, "Shea, Matthew" <Matthew.Shea@pco-bcp.gc.ca>, "van Dieen, Jodie" <Jodie.vanDieen@pco-bcp.gc.ca>, "Tupper, Shawn" <Shawn.Tupper@pco-bcp.gc.ca>, "Vandergrift, Michael" <Michael.Vandergrift@pco-bcp.gc.ca>, "MacKinnon, Paul" <Paul.MacKinnon@pco-bcp.gc.ca>, "Thomas, Jody" <Jody.Thomas@pco-bcp.gc.ca>, "Bogden, Jacqueline" <Jacqueline.Bogden@pco-bcp.gc.ca>, "Costello, Dan" <Dan.Costello@pco-bcp.gc.ca>, "McClymont, Donnalyn" <Donnalyn.McClymont@pco-bcp.gc.ca>, "Setlakwe, Lisa" <Lisa.Setlakwe@pco-bcp.gc.ca>, "Harvey, Jolene" <Jolene.Harvey@pco-bcp.gc.ca>
Subject: Return to the Workplace Message

Good afternoon,

As mentioned at OPS this morning and for your awareness, please find attached a draft message that will be circulated to all PCO staff later today.

Regards,

Stuart

DRAFT - PCO Hybrid Message to Staff

We hope you found time away from work this summer to relax, visit with family and friends, and explore new and different things.

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We are pleased to see that engagement and experimentation across the department has been underway since we asked for a recurrent in-person presence in June, with strong participation from PCO employees. Thank you for participating. The majority of you completed the recent PCO survey designed to capture feedback, which we truly appreciate. This has provided useful data in addition to the discussions that have been taking place between managers and teams.

To offer additional clarity and flexibility to our position on hybrid, we offer the following guiding principles for the next phase of PCO's work environment.

- Recent analysis undertaken by managers concluded that the nature of our work at PCO demands that most of us need to be in the office at least twice per week. As such an equivalent of two days per week in office will be requested of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time but flexibility will be provided in terms of how teams organize themselves in order to optimize their own particular work environment.
- Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
- The PCO hybrid model and experience will evolve over time and continuous learning will guide future decisions.
- Full-time telework arrangements will only be offered in exceptional circumstances.

We understand this new posture may require some planning on your part. Our expectation is that all Secretariats will implement their hybrid model before the end of September.

We will continue to follow [public health guidance](#) and the COVID situation and will adjust as necessary. The physical and mental health and safety of employees will always remain our first priority. Measures are in place to ensure a safe and productive working environment. As always, we encourage you to speak with your manager if you have questions or concerns and to refer to the [COVID-19 Hub](#) on InfoNet or [Canada.ca](#) for more information.

While we often speak of a “return” to the workplace, we wish to acknowledge and thank those PCO employees who have been in the office on a full-time basis due of the nature of their work. We appreciate the dedication and professionalism given the requirements of their job.

We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette, Clerk of the Privy Council

Nathalie G. Drouin, Deputy Clerk of the Privy Council

McLaren, Shannon

Subject: FW: Return to the Workplace Message

From: Setlakwe, Lisa <Lisa.Setlakwe@pco-bcp.gc.ca>

Sent: Monday, September 12, 2022 2:54 PM

To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>

Cc: MacKinnon, Paul <Paul.MacKinnon@pco-bcp.gc.ca>; Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>; van Dieen, Jodie <Jodie.vanDieen@pco-bcp.gc.ca>; Tupper, Shawn <Shawn.Tupper@pco-bcp.gc.ca>; Vandergrift, Michael <Michael.Vandergrift@pco-bcp.gc.ca>; Thomas, Jody <Jody.Thomas@pco-bcp.gc.ca>; Bogden, Jacqueline <Jacqueline.Bogden@pco-bcp.gc.ca>; Costello, Dan <Dan.Costello@pco-bcp.gc.ca>; McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>; Harvey, Jolene <Jolene.Harvey@pco-bcp.gc.ca>

Subject: Re: Return to the Workplace Message

Roger that, thanks again

Sent from my iPhone

On Sep 12, 2022, at 2:48 PM, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> wrote:

Hi. I think either of those scenarios work if that is what works for the team (i.e., 8 days in row; or 1 full day + 2 half days, or every wed/thurs; etc....). They have avoided being too prescriptive.

Stuart

From: Setlakwe, Lisa <Lisa.Setlakwe@pco-bcp.gc.ca>

Sent: Monday, September 12, 2022 2:42 PM

To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>

Cc: MacKinnon, Paul <Paul.MacKinnon@pco-bcp.gc.ca>; Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>; van Dieen, Jodie <Jodie.vanDieen@pco-bcp.gc.ca>; Tupper, Shawn <Shawn.Tupper@pco-bcp.gc.ca>; Vandergrift, Michael <Michael.Vandergrift@pco-bcp.gc.ca>; Thomas, Jody <Jody.Thomas@pco-bcp.gc.ca>; Bogden, Jacqueline <Jacqueline.Bogden@pco-bcp.gc.ca>; Costello, Dan <Dan.Costello@pco-bcp.gc.ca>; McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>; Harvey, Jolene <Jolene.Harvey@pco-bcp.gc.ca>

Subject: Re: Return to the Workplace Message

My interpretation was different. I was assuming 2 days per week, say one full day + 2 half days, or some such thing. Stuart can you confirm your interpretation just so we're consistent. Thx!

Sent from my iPhone

On Sep 12, 2022, at 1:27 PM, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> wrote:

Hi Paul – yes, the idea was to provide some flexibility to teams to decide on what works for them, collectively.

From: MacKinnon, Paul <Paul.MacKinnon@pco-bcp.gc.ca>

Sent: Monday, September 12, 2022 1:22 PM

To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>

Cc: Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>; Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>; van Dieen, Jodie <Jodie.vanDieen@pco-bcp.gc.ca>; Tupper, Shawn <Shawn.Tupper@pco-bcp.gc.ca>; Vandergrift, Michael <Michael.Vandergrift@pco-bcp.gc.ca>; Thomas, Jody <Jody.Thomas@pco-bcp.gc.ca>; Bogden, Jacqueline <Jacqueline.Bogden@pco-bcp.gc.ca>; Costello, Dan <Dan.Costello@pco-bcp.gc.ca>; McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>; Setlakwe, Lisa <Lisa.Setlakwe@pco-bcp.gc.ca>; Harvey, Jolene <Jolene.Harvey@pco-bcp.gc.ca>

Subject: Re: Return to the Workplace Message

Thanks

I note the word “equivalent” two days per week. Any further context to this. Is it meaning I could do all my days in a couple of weeks.

Sent from my iPhone

On Sep 12, 2022, at 12:21 PM, Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca> wrote:

Good afternoon,

As mentioned at OPS this morning and for your awareness, please find attached a draft message that will be circulated to all PCO staff later today.

Regards,

Stuart

McLaren, Shannon

From: Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>
Sent: Tuesday, September 13, 2022 9:12 AM s.16(2)
To: Goldmann, Laurie; Lazar, Eva
Cc: Montpellier, Kim
Subject: RE: Moving to PCO's new hybrid model / Mise en place du nouveau modèle de travail hybride pour le BCP

Absolutely—glad we have an early point to discuss! I'll also want to talk about how we organize ourselves as a management team, and what your thinking to date has been on what works best remote vs. in office. Looking forward to it.

j

Jennifer Miller

c.
(she/her/elle)

From: Goldmann, Laurie <Laurie.Goldmann@pco-bcp.gc.ca>
Sent: Tuesday, September 13, 2022 9:01 AM
To: Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>; Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>
Cc: Montpellier, Kim <Kim.Montpellier@pco-bcp.gc.ca>
Subject: FW: Moving to PCO's new hybrid model / Mise en place du nouveau modèle de travail hybride pour le BCP

Hi – can we discuss at our check in this morning how we wish to approach the two days per week? Do we want the whole RDU in at the same time? Or are we leaving it to the individual teams – policy and data – to choose their days?

Jennifer – as an FYI –

s.16(2)



s.19(1)

Laurie Goldmann
(Elle-She/her/hers)
Director of Operations/Directrice des opérations
Results and Delivery/Resultats et livraison
Plans and Consultations Secretariat/Secrétariat de la planification et des consultations
Privy Council Office/Bureau du Conseil privé

From: Clerk and Deputy Clerk / Greffière et sous-greffière <ClerkDeputyClerk_GreffSousGreff@pco-bcp.gc.ca>
Sent: Tuesday, September 13, 2022 8:48 AM
To: PCO-BCP <PCO-BCPB@pco-bcp.gc.ca>
Subject: Moving to PCO's new hybrid model / Mise en place du nouveau modèle de travail hybride pour le BCP

(La version française suit.)

Colleagues,

We hope you took time away from work this summer to relax, visit with family and friends, and explore new and different things.

We are privileged at PCO to have such a unique mission so central to the effective functioning of government. Our core mission to support the Prime Minister, Deputy Prime Minister, PCO ministers and Cabinet on matters of national and international importance is a responsibility that requires expertise, dedication, and collaboration. Our work is a team sport, and when we pull together, we deliver for Canadians. No matter what position you hold in the organization, you all have an indispensable contribution to make.

The work we do demands excellence. PCO has always had the reputation of being home to excellence, and our workplace must continue to foster that. We have an opportunity now to define and shape our new working environment—one that facilitates collaboration, attracts and retains talent, and is fair for all and rich in experiences and learning opportunities. It is important that PCO employees feel they belong within the organization and are helping to achieve its goals. We need a hybrid approach that is clear and flexible, that acknowledges the nature and unique requirements of PCO, and that adopts and balances the best aspects of being in the office and the advantages of remote work.

We are pleased to see that engagement and experimentation across the department have been underway since we asked for a recurrent in-person presence in June, with strong participation from PCO employees. Thank you for participating. The majority of you completed the recent PCO survey designed to capture feedback, which we truly appreciate. This has provided useful data in addition to the discussions that have been taking place between managers and teams.

For additional clarity on our position on hybrid work and flexibility, we offer the following guiding principles for the next phase of PCO's work environment.

- Recent analysis undertaken by managers concluded that the nature of our work at PCO demands that most of us need to be in the office at least twice per week. As such, the equivalent of two days per week in the office will be requested of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time, but flexibility will be provided in terms of how teams organize themselves in order to optimize their own particular work environment.
- Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
- The PCO hybrid model and experience will evolve over time, and continuous learning will guide future decisions.
- Full-time telework arrangements will be offered only in exceptional circumstances.

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- Selon de récentes analyses menées par les gestionnaires, étant donné la nature du travail au BCP, la majorité des employés doivent travailler au bureau au moins deux fois par semaine. Ainsi, tous les employés doivent venir sur place l'équivalent de deux jours par semaine. Nous encourageons les directions à permettre à leurs unités de travail de se présenter au bureau au même moment, dans la mesure du possible, mais nous ferons preuve de souplesse quant à la façon dont les équipes s'assureront d'optimiser leur propre environnement de travail.
- Les gestionnaires devront veiller à offrir une certaine latitude dans l'application de cette norme minimale, qui tiendra compte des circonstances propres à chacun et qui permettra de préserver les éléments de l'équilibre travail-vie personnelle que beaucoup ont appris à valoriser.
- Le modèle et l'expérience de travail hybride du BCP évolueront au fil du temps, et les leçons que nous en tirerons orienteront nos décisions à venir.
- Le télétravail à temps plein ne sera offert qu'en des circonstances exceptionnelles.

Nous comprenons que cette nouvelle situation pourrait nécessiter une certaine planification de votre part. Nous nous attendons à ce que tous les secrétariats mettent en place leur modèle hybride avant la fin de septembre.

Nous continuerons de respecter les directives sanitaires et de surveiller la situation liée à la COVID et nous nous adapterons en conséquence. La santé mentale et physique de nos employés et leur sécurité demeureront notre priorité absolue. Des mesures sont en place pour veiller à un environnement de travail sûr et productif. Comme toujours, nous vous encourageons à discuter avec votre gestionnaire si vous avez des questions ou des préoccupations, et à consulter la page sur la COVID-19 dans InfoNet ou le site Canada.ca si vous souhaitez obtenir de plus amples renseignements.

Même si nous parlons souvent d'un « retour » au bureau, nous souhaitons reconnaître le dévouement et le professionnalisme des employés qui sont demeurés au bureau à temps plein en raison de la nature de leurs tâches. Nous leur transmettons nos plus sincères remerciements.

À notre avis, la prochaine phase de mise en place d'un mode de travail hybride facilitera grandement la réussite de l'organisation en vue de ce qui s'annonce une séance d'automne passablement occupée.

Janice Charette (elle)
Greffière du Conseil privé et secrétaire du Cabinet

Nathalie G. Drouin, Ad. E. (elle)
Sous-greffière du Conseil privé et secrétaire associée du Cabinet

McLaren, Shannon

From: Shea, Matthew
Sent: Sunday, September 18, 2022 11:33 AM
To: Sandberg, Tanya; Fracassi, Dante
Subject: Updated Departmental Hybrid Profile Template - CSB Input
Attachments: Updated Departmental Hybrid Profile Template CSB Input.docx

I made some edits. With these changes I am fine to send to OCHRO. Let's remove the color coding first.

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization	<p>This link may be helpful: Size of organization</p> <p>Organization Name: Privy Council Office</p> <p>Number of Employees: 1215</p> <p>Does your organization have regional offices?</p> <p>Yes</p> <p>Are your regional offices GC co working spaces?</p> <p>No</p>
2. Position Assessments	<p>Did your organization assess positions for compatibility with hybrid work?</p> <p>Yes</p> <p>If yes,</p> <p>What percentage of positions were assessed as having full-time in-office requirements?</p> <ul style="list-style-type: none"> ■ 31% of employees have operational requirements that require them to be in the workplace between 4 – 5 days / week <p>What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?</p> <ul style="list-style-type: none"> • 53% of employees have operational requirements that require them to be in the workplace part-time. <ul style="list-style-type: none"> ○ 28% 2-3 days / week ○ 17% 1 day / week ○ 8% 1-3 days / month <p>What percentage of positions were assessed as compatible with fully remote work / telework?</p> <ul style="list-style-type: none"> • 15% of employees do not have an operational requirement to be in the workplace

	<p>What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)</p> <p>Full-time telework arrangements will only be offered in exceptional circumstances. All requests for full-time telework will be reviewed and discussed on a case-by-case basis with HR and such things as skills shortages and diversity and inclusion may be considered as part of the decision process.</p> <p><i>We acknowledge that positions assessed for full time remote are not always offered this option</i></p>
<p>3. Experimentation</p>	<p>Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?</p> <p>Yes</p> <p>If no, why?</p> <p>If yes:</p> <p>What is your organization experimenting with?</p> <ul style="list-style-type: none"> - PCO employees were asked to have a recurrent in-person presence in the office every week, beginning June 13, 2022 to help test our hybrid technologies, accommodations, and to give all employees a chance to contribute to a period of experimentation and testing. Managers were encouraged to try different models within their work units such as having employees in on the same day, allowing employee choice in the day of the week they come to work, etc and then assessing the impact. Employees and managers were surveyed to gauge the success of the experimentation period and perceptions of the various approaches. <p>What is the experimentation timeframe?</p> <ul style="list-style-type: none"> - June 13 till the end of summer <p>What percentage of employees are participating?</p> <ul style="list-style-type: none"> - Most participated. According to a survey conducted in August 2022, 93% of respondents indicated having some presence in the workplace between June 13, which was the launch of the experimentation period, to August 9, when the survey ended. <p>Is participation voluntary or mandatory?</p> <p>Mandatory.</p> <p>How is data being collected?</p> <p>Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.</p> <p>*If you have employee pulse data, please share aggregate results</p>

	<ul style="list-style-type: none"> - Employee survey: An initial survey, designed to capture employee feedback and serve as a temperature check, was launched on July 28, 2022 and closed August 9, 2022. - Office Entry Application: employees have been asked to log their presence in the workplace and select their workstation for each day in the workplace. - Discussions within each branch between management and employees. <p>What outcome measures* is your organization using:</p> <p><i>*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.</i></p> <ul style="list-style-type: none"> - In the survey that was conducted, employees were asked to rate whether their experience improved or declined during the experimentation period with various attributes including team building/collaboration, networking, communication, cross-functional collaboration, idea generation, work satisfaction, well-being, productivity/performance and work-life balance. - The survey also asked new employees who joined PCO during the pandemic how their onboarding and integration experience had been. - The survey had an optional questions for respondents to identify their designated EE group(s) to help conduct additional analysis from a diversity and inclusion perspective. <p>Are you interested in joining OCHRO's Hybrid-In-a-Box Experimentation Initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.</p> <p>Maybe – we would like to learn more. We definitely want to support OCHRO initiatives</p> <p>If yes, please provide a contact name:</p>
4. Hybrid model(s)	<p>Has your organization shifted to a hybrid work model(s)?</p> <p>Yes. A message was sent by the Deputy Head to all employees, which we can share. Many employees are already required to be in the office for operational reasons. For those who are not, a minimum of 2 days per week in the office will be required for all employees beginning later in September.</p> <p>How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:</p> <ul style="list-style-type: none"> a. Once a month or less b. One to three days a month c. One day a week d. Two days a week

	<ul style="list-style-type: none"> e. Three days a week f. Four days a week g. Five days a week (full time) h. Not applicable: Staff have not been instructed to work on-site at a regular cadence i. Different requirements based on employee location <p>If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:</p> <p>How are the on-site days chosen?</p> <ul style="list-style-type: none"> a. Employees individually decide which day(s) to come on-site b. There are fixed "team days" where everyone in the team comes on-site c. A combination of a) and b) d. Other: <p>How did your organization choose hybrid models?</p> <ul style="list-style-type: none"> a. Position profile assessments b. Employee location (NCR employees come into the office) c. Precedence set by other government organizations d. Employee engagement / Team charter exercises e. Other: <p>Did your organization apply a GBA+ lens when choosing hybrid work models?</p> <p>Yes, through surveys of staff</p>
<p>5. Real Property & Technology</p>	<p>How is your office space currently configured?</p> <p>Hoteling workstations</p> <p>Traditional assigned cubicles</p> <p>Activity Based Workplaces</p> <p>Other: A mix of traditional closed offices and assigned and unassigned workstations</p> <p>Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?</p> <p>Yes</p> <p>Are you planning to reduce your office footprint?</p>

s.16(2)	<p>Not in the immediate term, but we are in the process of a longer-term accommodation planning exercise with PSPC and our experiences with hybrid work will influence the outcomes.</p> <p>Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)</p> <p>Yes</p> <p>If yes, please list</p> <p>SSC supported integrated boardroom solutions;</p> <p>M365 full suite;</p> <p>Increased network bandwidth;</p> <p>Secure Video terminals installed throughout PCO and in the homes of senior officials;</p> <p>[REDACTED]</p> <p>Upgraded laptops to support hybrid work</p> <p>Fully hybrid boardrooms for secure video, webex, and MS Teams including interpretation.</p>
6. Onsite Presence	<p>Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?</p> <p>Yes</p> <p>If yes:</p> <p>Please specify the name of the tool:</p> <ul style="list-style-type: none"> - The Office Entry App was developed to make it easier to manage building entries and occupancy levels in order to keep everyone safe. Through this app, employees and contractors (users) can submit requests to use and reserve a specific workstation within applicable PCO facilities at a chosen date and time. - The employee survey asked respondents to identify their weekly presence in the workplace, which is the data stated below: <p>Please specify the latest data / estimate you have on:</p> <p>_20_% of employees in office full time</p> <p>_73_% of employees in hybrid work</p> <p>_7_% of employees full time teleworking</p>

	Time period the data refer to: June 13 until the survey closed on August 9, 2022 _____
7. Challenges	<p>What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?</p> <ol style="list-style-type: none"> 1. Change Management i.e., Employee resistance 2. Inconsistency between departments undermining efforts to bring employees into the office. 3. Disincentives to come to the office (requirement for masks, increased transportation costs, loss of work-life balance, etc)
8. Engagement	<p>Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?</p> <ul style="list-style-type: none"> Yes, PCO employees and managers were surveyed to gauge the success of the experimentation period and perceptions of the various approaches Generally, survey respondents indicated they are participating in the experiment and coming into the office more frequently compared to prior to the experimentation period. For those who indicated a change in their experience during the first month of experimentation, the improvements outweighed the declines. Work-life balance and productivity/performance had the largest declines. Access to secure systems, team building exercises and networking were the top three most voted activities better performed in the workplace. Work-life balance was the #1 most valued aspect of remote work. Most respondents prefer an unstructured approach with return to the workplace with the flexibility to choose their own day(s) in the workplace. Transportation / commute was the highest concern with returning to the workplace for respondents. The majority of supervisors/managers indicated having no challenges managing employees remotely. The highest ranked support tools for managers/supervisors were guidelines on technology in the workplace, training on working in hybrid models and HR accommodations support. <p>Have you consulted with Employment Equity Groups within your organization?</p> <p>RTW was discussed at a June 28, 2022 meeting with our Employment Equity and Diversity Advisory Committee. Throughout the fall we will meet with various employee networks and conduct additional surveys potentially.</p> <p>Have you consulted with your Bargaining Agents?</p> <p>Yes – through our National Labour Management Consultation Committee, Occupational Health and Safety Policy Committee, and ad-hoc Labour-Management meetings</p>

Charette, Janice

From: Charette, Janice
Sent: Tuesday, September 20, 2022 5:30 PM
To: Fee, Stuart
Subject: RE: ☹3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office

I think its ok – you?

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:16 AM
To: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>
Cc: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Subject: FW: ☹3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office
Importance: High

Good morning. Just in. I have not had a chance to read....

Stuart

From: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:15 AM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>; St George, Shelley <Shelley.StGeorge@pco-bcp.gc.ca>; Peddle, Jennifer <Jennifer.Peddle@pco-bcp.gc.ca>
Cc: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>; Trépanier, Nathalie <Nathalie.Trepanier@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>; Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>
Subject: FW: ☹3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office
Importance: High

Colleagues,

Sharing the article from Ms. May published this morning.

Have a great week!
Steph

From: News / Nouvelles (PCO/BCP) <News-Nouvelles@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:02 AM
To: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Subject: ☹3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office

PolOp: Canada's top bureaucrat nudges public service toward hybrid office

[Canada's top bureaucrat nudges public service toward hybrid office](#)

By: Kathryn May.

Canada's top bureaucrat set the tone for the future of work in the federal bureaucracy recently by asking employees in the powerful Privy Council Office to come to the office two days a week, allowing full-time remote work only under "exceptional circumstances." In a Sept. 13 memo, Privy Council Clerk Janice Charette laid out the guiding principles for the shift to hybrid work that she expects executives in her department to implement before the end of September. PCO is the nerve centre of government as well as the department of the prime minister. Charette, as head of the public service, is setting the example for deputy ministers in all departments on the much-delayed return-to-office - along with strong signal to get on with it. "We have an opportunity now to define and shape our new working environment -- one that facilitates collaboration, attracts and retains talent, and is fair for all and rich in experiences and learning opportunities," she wrote in the memo. "We need a hybrid approach that is clear and flexible, that acknowledges the nature and unique requirements of PCO, and that adopts and balances the best aspects of being in the office and the advantages of remote work." Charette, who signed the memo with Deputy Clerk Nathalie Drouin, called PCO's work supporting cabinet and the prime minister a "team sport" built on working together and in-person. The new guidelines mark the "next phase" for the future of work in PCO. In an interview with Policy Options, Charette extended her vision for the PCO to the rest of the public service, saying she believes the hybrid formula is the way of the future for government office work. "I believe one hundred per cent that for the future of the public service, we need to think about some degree of in-person attendance. Otherwise, I seriously worry we're actually short-shifting our employees," Charette said. "Is it all in the office? I don't think so. Is it all working remotely? I don't think so. What is it? It's got to be built."

Charette's guidelines are only for PCO. Although she is head of the public service, the authority to decide how public servants are managed rests with Treasury Board as the employer. The board has taken a hands-off approach, leaving it for departments to decide how to make their workforce hybrid. The results have varied as wildly as the different operations. PCO employees returned to the office in June to experiment over the summer with the kind of in-person presence needed for its work. That summer test-drive, followed by an employee survey for feedback, led to the new guidelines. Managers decided the nature of PCO's work required employees to be in the office at least twice a week. In practice, all employees will be coming to the office for the "equivalent" of two days a week. Branches are encouraged to have all their work units in the office at the same time, but teams have the flexibility to organize themselves. Charette asked managers to be flexible and to take employees personal circumstances into consideration when enforcing the minimum attendance to "preserve elements of work-life balance that so many of you have come to value." The government has tried to get public servants back to the office for more than a year, but plans were delayed. By spring, many were balking at the idea of going back and digging in to continue working from home. Charette doubled down to get return-to-office plans back on track when she prodded deputy ministers to experiment with a hybrid system over the summer so they were ready to roll out plans in September. Labour Day became the next target for a broad-scale return. Several departments got off on the wrong foot at townhalls with their employees which snowballed into online resistance dubbed Subwaygate. Now that Labour Day has come and gone, the question is whether public servants are returning to develop the "new normal" or is there a worker rebellion afoot? Many expect the flu

season and another Omicron subvariant wave will delay plans again. Others are bracing for a quiet resistance - rather than outright rebellion. They expect some workers will stretch, even defy, guidelines, to see what their managers will do about it. Many managers are as attached to remote work as their staff and will be reluctant to discipline. "Mark my words, we will be the same situation by Christmas and probably the spring," said one senior bureaucrat who is not authorized to speak publicly. Unions complained from the start that Treasury Board's approach was too wishy-washy. It bred inconsistency, confusion, inertia and now resentment among workers who believe they proved they can work remotely and want things to stay that way. But Charette is holding firm. She acknowledges that figuring out a hybrid model for government won't be easy. It will take a lot of experimentation. It means re-thinking everything - security, office design, space and upgrading infrastructure. She believes the hybrid model is critical to keeping the public service's "institutional capacity." Public servants were able to respond quickly to the pandemic because they drew from a huge reserve of skills, relationships and trust built by years of working together in-person. She argues departments have to invest in team-building and collaboration because that reserve is being further depleted as people leave, move, or new recruits are hired. How can relationships and trust be rebuilt if people never meet face-to-face? There will be plenty of glitches. Not all buildings have Wi-Fi. There are not enough meeting rooms and boardrooms with the bandwidth to handle meetings with people in the room and others in remote offices across the country. She said a mandatory order, forcing everyone back two or three days a week, would be the easiest approach, but that won't bring departments any closer to finding the ideal mix of in-person and remote work to run their operations. Charette said she expects managers will bring employees to the office for a "purpose" and for the time it makes sense to be there. It's widely expected that remote work will be for the hard, concentration work that needs quiet. The office will be for softer tasks such as collaborating and brainstorming. "Does it make sense for people to come to the office to sit in front of a computer screen and be on (Microsoft) Teams calls all day? Absolutely not," said Charette. We have to be purposeful. Managers need to be purposeful about what they are bringing people into the office for." She understands how employees have become attached to the flexibility of working from home. They rearranged their lives. They feel more productive and don't want to go back to commuting and the confines of 9-to-5 office life.

But Charette said the public service's first job is "delivering value for taxpayers." That means finding the best mix of in-person and remote work to accomplish that goal while balancing accountability and the concerns of employees. Office workers account for about half of the public service. Front-line workers -- from border and prison guards to inspectors -- have been coming to the office and other workplaces throughout the pandemic. The government also hired thousands of new employees, many of whom haven't set foot in an office during COVID. The pandemic accelerated the government's move to digital technology. Zoom calls, using new Teams collaboration tools and time-saving modernizations such as electronic signatures are now routine. Charette wants to build on those successes, but doesn't think virtual tools are good enough to provide all the services Canadians need. They will, however, help break the capital's hold on jobs and open up coveted policy jobs to Canadians outside of Ottawa. "How a solution works in Prince Edward Island may be very different than in Calgary. Having those regional perspectives and understanding have to influence our policy thinking as well."

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Charette, Janice

From: Charette, Janice
Sent: Tuesday, September 20, 2022 5:30 PM
To: McClymont, Donnalyn
Subject: FW: ⌚3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office
Importance: High

I think this turned out ok – views?

From: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:16 AM
To: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>
Cc: Drouin, Nathalie G <Nathalie.G.Drouin@pco-bcp.gc.ca>
Subject: FW: ⌚3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office
Importance: High

Good morning. Just in. I have not had a chance to read.....

Stuart

From: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:15 AM
To: Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>; St George, Shelley <Shelley.StGeorge@pco-bcp.gc.ca>; Peddle, Jennifer <Jennifer.Peddle@pco-bcp.gc.ca>
Cc: Inglese, Gianna <Gianna.Inglese@pco-bcp.gc.ca>; Trépanier, Nathalie <Nathalie.Trepanier@pco-bcp.gc.ca>; Duchesne, Paul <Paul.Duchesne@pco-bcp.gc.ca>; Tessier, Jean <Jean.Tessier@pco-bcp.gc.ca>
Subject: FW: ⌚3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office
Importance: High

Colleagues,

Sharing the article from Ms. May published this morning.

Have a great week!
Steph

From: News / Nouvelles (PCO/BCP) <News-Nouvelles@pco-bcp.gc.ca>
Sent: Tuesday, September 20, 2022 10:02 AM
To: Shank, Stephane <Stephane.Shank@pco-bcp.gc.ca>
Subject: ⌚3m PolOp: Canada's top bureaucrat nudges public service toward hybrid office

PolOp: Canada's top bureaucrat nudges public service toward hybrid office

[Canada's top bureaucrat nudges public service toward hybrid office](#)

By: Kathryn May.

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Labour Day has come and gone, the question is whether public servants are returning to develop the "new normal" or is there a worker rebellion afoot? Many expect the flu season and another Omicron subvariant wave will delay plans again. Others are bracing for a quiet resistance - rather than outright rebellion. They expect some workers will stretch, even defy, guidelines, to see what their managers will do about it. Many managers are as attached to remote work as their staff and will be reluctant to discipline. "Mark my words, we will be the same situation by Christmas and probably the spring," said one senior bureaucrat who is not authorized to speak publicly. Unions complained from the start that Treasury Board's approach was too wishy-washy. It bred inconsistency, confusion, inertia and now resentment among workers who believe they proved they can work remotely and want things to stay that way. But Charette is holding firm. She acknowledges that figuring out a hybrid model for government won't be easy. It will take a lot of experimentation. It means re-thinking everything - security, office design, space and upgrading infrastructure. She believes the hybrid model is critical to keeping the public service's "institutional capacity." Public servants were able to respond quickly to the pandemic because they drew from a huge reserve of skills, relationships and trust built by years of working together in-person. She argues departments have to invest in team-building and collaboration because that reserve is being further depleted as people leave, move, or new recruits are hired. How can relationships and trust be rebuilt if people never meet face-to-face? There will be plenty of glitches. Not all buildings have Wi-Fi. There are not enough meeting rooms and boardrooms with the bandwidth to handle meetings with people in the room and others in remote offices across the country. She said a mandatory order, forcing everyone back two or three days a week, would be the easiest approach, but that won't bring departments any closer to finding the ideal mix of in-person and remote work to run their operations. Charette said she expects managers will bring employees to the office for a "purpose" and for the time it makes sense to be there. It's widely expected that remote work will be for the hard, concentration work that needs quiet. The office will be for softer tasks such as collaborating and brainstorming. "Does it make sense for people to come to the office to sit in front of a computer screen and be on (Microsoft) Teams calls all day? Absolutely not," said Charette. We have to be purposeful. Managers need to be purposeful about what they are bringing people into the office for." She understands how employees have become attached to the flexibility of working from home. They rearranged their lives. They feel more productive and don't want to go back to commuting and the confines of 9-to-5 office life.

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Page, Chantal

From: [REDACTED]
Sent: Friday, September 23, 2022 2:59 PM
To: Charette, Janice; justin.trudeau@parl.gc.ca
Cc: Mona.Fortier@parl.gc.ca; info@cupe.on.ca; media@psac-afpc.com; info@une-sen.org, Sudds, Jenna - M.P.; Adler, Jeremy; Fee, Stuart
Subject: Re: hybrid working - questions

Janice - you have made time to talk to the Ottawa Citizen about work. Please have the courtesy, decency, and professionalism to reply to a public servant who has more years of service than you have.

From: [REDACTED]
Sent: Sunday, September 11, 2022 5:37 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>; justin.trudeau@parl.gc.ca <justin.trudeau@parl.gc.ca>
Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

I am still waiting for a response.

Get Outlook for OS

From: [REDACTED]
Sent: Friday, July 22, 2022 1:02:14 AM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>; justin.trudeau@parl.gc.ca <justin.trudeau@parl.gc.ca>
Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

Janice, this is the 8th time I have emailed you (see below), and you still have not had the courtesy to reply. This is not acceptable.

From: [REDACTED]
Sent: Sunday, July 10, 2022 6:14 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

I am still waiting for a response, Janice.

From:

Sent: Saturday, July 2, 2022 1:06 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>

Subject: Re: hybrid working - questions

Janice,

I'm **extremely** disappointed and surprised that you haven't replied to my email, sent on April 11 and updated on June 9. This isn't acceptable. I'm a public servant, a voter, a Canadian citizen, and a visible minority....and for these reasons you owe me the courtesy of a response. I make every effort to do my job with decency and professionalism and I expect the same from you. Please reply to the points set out below.

From:

Sent: Thursday, June 9, 2022 6:29 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>; nathalie.drouin@pco-bcp.gc.ca <nathalie.drouin@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>

Subject: Fw: hybrid working - questions

Dear Janice and Nathalie

I've one more question to add to those I sent on April 11 and on June 8. For ease of reference, here are all the points I'm asking for your comment on:

1. employees have worked from home successfully for the past 2+ years with zero loss of productivity....and in many cases there's been increased productivity
2. It has not been explained why there is any benefit to face-to-face working, compared to virtual working
3. commuting to work - and in some cases being at the office - creates mental health challenges for many employees compared to working from home
4. returning to the office creates major unnecessary costs for families (eg, gas, parking, childcare)
5. commuting to work creates major road safety risks compared to working from home
6. having employees work from the office creates major costs to the taxpayer in terms of building ownership, rent, and maintenance
7. commuting to work creates major unnecessary environmental damage when the global climate crisis is the most pressing issue of our time
8. you and the public service generally have engaged in barely any consultation with employees on this issue
9. there will be more COVID variants which could be more serious than the ones faced to date
10. many employees have not received boosters, and there is decreasing enthusiasm for vaccines broadly, therefore a return to work puts the safety of employees and their families at risk
11. working from home reduces the transmission of other infectious illness, including colds and flus, and therefore reduces absenteeism

12. working from home would result in a less Ottawa-centric public service, and create employment opportunities for people across Canada
13. permitting working from home would provide greater work opportunities for those First Nations citizens who do not/cannot live in urban settings
14. permitting employees to work from home, if they wish to do so based on their cultural backgrounds, work histories, and mental health status, is in keeping with the Government of Canada's commitment to Diversity and Inclusion
15. what assessment have you done to determine a) how many employees are likely to contract COVID as a result of being in close contact with colleagues in the office; and b) how many are likely to contract long COVID?
16. how are you going to ensure consistency across and within Departments in terms of expectations regarding in-office work? There's already a great discrepancy across government as your new direction has been rolling out the past couple of days

It can't be that PCO didn't consider all of the above points prior to providing the direction that most employees return to the office in hybrid form. You must surely have the answers at hand and I'm surprised I haven't received a reply yet. I look forward to your prompt reply.

Kind Regards,

s.19(1)

From: [REDACTED]
Sent: Wednesday, June 8, 2022 3:01 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>
Subject: Re: hybrid working - questions

Dear Janice,

I have one additional question to add to those I asked in my original email. Specifically, what assessment have you done to determine a) how many employees are likely to contract COVID as a result of being in close contact with colleagues in the office; and b) how many are likely to contract long COVID?

Thank you, and I look forward to your prompt response given that your back to the office direction is now being put into effect.

From: [REDACTED]
Sent: Monday, June 6, 2022 6:05 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>
Subject: Re: hybrid working - questions

Dear Janice,

It is now almost 2 months since I wrote to you, and I am still awaiting your response.

From:

Sent: Monday, May 9, 2022 2:13 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; matthew.kupfer@cbc.ca <matthew.kupfer@cbc.ca>

Subject: Re: hybrid working - questions

Dear Janice,

Can you please let me know when I will be receiving a response to my email of April 11?

Sincerely,

From:

Sent: Monday, April 11, 2022 3:33 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: info@psac.ca <info@psac.ca>; Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; cbcnewsottawa@cbc.ca <cbcnewsottawa@cbc.ca>; ottawanews@ctv.ca <ottawanews@ctv.ca>; matthew.kupfer@cbc.ca <matthew.kupfer@cbc.ca>; info@cupe.on.ca <info@cupe.on.ca>; Luc.Berthold@parl.gc.ca <Luc.Berthold@parl.gc.ca>; mediacentre@pco-bcp.gc.ca <mediacentre@pco-bcp.gc.ca>; hcminister.ministresc@hc-sc.gc.ca <hcminister.ministresc@hc-sc.gc.ca>; matthew.green@ndp.ca <matthew.green@ndp.ca>

Subject: hybrid working - questions

Dear Janice Charette:

I'm a federal government employee (with over 20 years of service at senior levels) and heard that you have instructed that employees soon return to a mandatory hybrid model of working that does not give every employee the right to choose to work from home full-time. Can you please reply with a justification for this decision, with reference to **each one** of the following points. And even if I'm not correct and you haven't provided this instruction, I'm still asking for you to address these points. Please "reply to all" in the interests of transparency.

- employees have worked from home successfully for the past 2+ years with zero loss of productivity....and in many cases there's been increased productivity
- It has not been explained why there is any benefit to face-to-face working, compared to virtual working
- commuting to work - and in some cases being at the office - creates mental health challenges for many employees compared to working from home
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- commuting to work creates major road safety risks compared to working from home
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- working from home reduces the transmission of other infectious illness, including colds and flus, and therefore reduces absenteeism
- working from home would result in a less Ottawa-centric public service, and create employment opportunities for people across Canada
- permitting working from home would provide greater work opportunities for those First Nations citizens who do not/cannot live in urban settings
- permitting employees to work from home, if they wish to do so based on their cultural backgrounds, work histories, and mental health status, is in keeping with the Government of Canada's commitment to Diversity and Inclusion

Thank-you and kind regards.

s.19(1)

McLaren, Shannon

From: Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>
Sent: Friday, September 23, 2022 2:21 PM
To: Miller, Jennifer; Montpellier, Kim; Goldmann, Laurie
Subject: RE: my list

Sorry, late to the party. I am good with the list.
 The only thing I have been thinking about is the softer/behavioural side of the equation.
 I am wondering about bringing in a consultant or external person to maybe just do a session on mental health and transition back to the workplace?

Eva Lazar
 Director General Data Integration / Directrice Générale de l'intégration des données
 Results and Delivery / Résultats et livraison
 Privy Council Office / Bureau du Conseil privé
Eva.Lazar@pco-bcp.gc.ca

From: Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>
Sent: Friday, September 23, 2022 2:07 PM
To: Montpellier, Kim <Kim.Montpellier@pco-bcp.gc.ca>; Goldmann, Laurie <Laurie.Goldmann@pco-bcp.gc.ca>; Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>
Subject: RE: my list

Thanks so much, Kim—that's big progress already! On the two monitors issue, I totally understand and agree that it would be best for all to have equal access. That said, I'm still in the same place as I was yesterday—if we have a shortage of equipment, we'll have to temporarily prioritize getting monitors to the people who need to be running multiple programs at the same time. Hopefully we don't have to do too much of that triaging, though—maybe Kim's workaround will reveal a smaller delta, and we'll be closer than we think. Fingers crossed!

Jennifer Miller

c. [REDACTED]
 (she/her/elle)

From: Montpellier, Kim <Kim.Montpellier@pco-bcp.gc.ca>
Sent: Friday, September 23, 2022 11:06 AM
To: Goldmann, Laurie <Laurie.Goldmann@pco-bcp.gc.ca>; Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>; Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>
Subject: RE: my list

- 1- I've reached out to accommodations and IT about getting dual screens for all the offices. Response: PCO has a shortage of monitors and are waiting for an order. I will check the offices on Monday to see how many we need so I can reserve.
- 2- Cabinet Drawers – We have enough drawers for everyone. A few folks have already reserved. Others have not reached out yet.
- 3- Flickering monitors – Request has been sent to the Service Desk to have a technician check the equipment
- 4- Floor mats – I have reached out to Hasan to tell him where to find a spare mat.

I'm in the office on Monday and can slowly start working on the other items.

- Ergo chairs or minimum not boardroom chairs
- Shipping the equipment from previous employees
- Floor mats
- List of boardrooms equipped with video capabilities
- Noise-cancelling headphones

From: Goldman, Laurie <Laurie.Goldmann@pco-bcp.gc.ca>

Sent: Friday, September 23, 2022 10:49 AM

To: Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>; Montpellier, Kim <Kim.Montpellier@pco-bcp.gc.ca>; Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>

Subject: RE: my list

Thank you Jennifer.

I will say the two monitors issue has been raised by policy team members as well so not sure how well it will be received if we only set up certain offices and policy team members are told they are reserved for data team members and cannot book those.

I would say that the storage for stuff can be highlighted. Kim has already cleared cabinet drawers and team members are using them so this is easily doable.

I would also suggest we include other ergonomic equipment, not just chairs. For example, some folks may need floor mats and Kim said she has spares so that could be actioned quickly.

I did like Hasan's suggestion re the IN/OUT board but know that can have mixed feelings so not sure if we want to add.

Laurie Goldman

(Elle-She/her/hers)

Director of Operations/Directrice des opérations

Results and Delivery/Resultats et livraison

Plans and Consultations Secretariat/Secrétariat de la planification et des consultations

Privy Council Office/Bureau du Conseil privé

Laurie.goldmann@pco-bcp.gc.ca

C. [REDACTED] s.16(2)

From: Miller, Jennifer <Jennifer.Miller@pco-bcp.gc.ca>

Sent: Friday, September 23, 2022 10:42 AM

To: Montpellier, Kim <Kim.Montpellier@pco-bcp.gc.ca>; Lazar, Eva <Eva.Lazar@pco-bcp.gc.ca>; Goldman, Laurie <Laurie.Goldmann@pco-bcp.gc.ca>

Subject: my list

Hi guys:

This is the list as I heard it this morning. I've bolded a couple of things that I thought might be good ones to work on immediately—views? Stuff I missed?

- **2 monitors for data team members (suggest that we translate this into “enough dual-monitor workstations so that full data team (including projected hires) can be in at same time”, as a starting point?)**
- **Making sure people understand what space they are able to book in the building for meetings, etc.**

- Ergo chairs
- Consider as a group whether we should designate certain spaces for calls (e.g., office next to Jen)
- Noise cancelling headphones
- Increase storage for stuff folks don't want to bring back and forth (maybe we could start by getting a list of what this is, so we know what we're looking at? Kitchen stuff (mugs, cutlery) vs. shoes vs. ???)
- **Booking space for standups that allows view of whole team**
- How to optimize set up to reduce time taken to get started, make sure equipment is working (e.g., monitors flickering)

j

From: Pagé Richer, Emmanuelle <Emmanuelle.PageRicher@pco-bcp.gc.ca> on behalf of Vandergrift, Michael <Michael.Vandergrift@pco-bcp.gc.ca>
Sent: Friday, September 23, 2022 11:02 AM
To: PCO.O.DMO and IGA All Staff / Tout le personnel BSM et AIG.O.BCP
Subject: PCO-IGA new hybrid model / Le nouveau modèle de travail hybride au BCP-AIG

Le français suit

Colleagues,

Following the [Clerk's September 13](#) message regarding moving to PCO's new hybrid model, we would like to share with you further information about how IGA will implement hybrid work going forward.

First off, we want to thank all of IGA for the work that was done throughout the summer to experiment, including the staff-led working group that has met numerous times to discuss the opportunities and challenges with moving to a hybrid model. This work has informed many key changes to our workspace, including the testing and refining of technology in our boardrooms for hybrid meetings, the addition of temporary quiet spaces, and the installation of a long-awaited functioning water fountain. Thanks to all of you, we are in a strong position to be able to implement the new PCO hybrid model.

The Clerk and Deputy Clerk have outlined that as a starting point to PCO's hybrid approach, there is a minimum requirement that all PCO employees return to being in the office the equivalent of two days per week. After careful consideration of the Clerk's message and of the work done over the summer and by the staff working group, the management team has decided on the following approach:

- Every Wednesday, **all IGA employees whose positions are located in the National Capital Region are expected to be in the office**. This will offer us a chance to deepen collaboration, form stronger ties to one another, and foster an even stronger IGA team culture.
- We are also asking each of you to choose **one additional flexible day (or equivalent)** to come into the office.
- While two days represents a minimum requirement for each of us to be in the office at this time, it is possible that this may evolve should PCO hybrid requirements change. It is also possible that operational requirements – such as access to the secure network – could require some of us to be in the office more often than two days.
- IGA management will continue to solicit all of your feedback as we implement this hybrid approach. Based on your feedback, we may find that we have to adjust our model, should we find for instance that having all employees on site at the same time does not lead to an optimal work environment. Any decisions to alter the model will be taken in consultation with all of you.
- As noted in the Clerk's message, full-time telework agreements will be considered only in exceptional circumstances, on a case-by-case basis. To ensure consistent application of exceptions, any request for a full-time telework agreement will be brought to the IGA management table for discussion and for a decision. If you believe that you have an exceptional circumstance that requires work from home more than three days a week, please speak to your manager by **October 4, 2022**.
- Administrative assistants play an important role on our team and provide essential support to IGA. They will determine a schedule to ensure that there is administrative support on site five days a week. However, full-time administrative support is not meant to allow for individuals who are working from home on a given day to request that an on-site task be completed by an administrative assistant. If an analyst is required to fulfill a task that can only be done on-site – such as accessing documents on Cabnet – they will be expected to come into the office to do so.
- We will establish business processes in consultation with you to minimize having to come into the office on off hours to use CabNet.

- Training on how to use the required technology for our hybrid workspace has already been provided to many of us. We will continue to provide training, which will be mandatory, so that all of us know how to use the tools of our new hybrid workspace. In this way, the burden of setting up hybrid calls will not always fall to the same people.
- The public service has some of the most stringent [public health requirements](#) in place in the country, which are meant to make sure that we are all working in a safe and healthy environment. PCO IGA will continue to adhere to these standards, and it is important that we all take time to become familiar with these requirements. We feel confident that additional rules or supplementary guidance are not required for PCO IGA at this time, and we will continue to monitor changes in existing guidance from relevant authorities to ensure that our workplace stays safe.

Important elements of hybrid work are flexibility and patience. We are creating something new, and that will need some trial and error. Our model will continue to evolve as we test out the capacity of our workspace under the new PCO requirements. We know that we can count on all of you to continue to provide your feedback and to continue to evolve our IGA hybrid model so that we can take full advantage of our workspace, grow our IGA team culture, and continue to provide excellent service to Canadians.

Sincerely,

Michael

Chers collègues,

Comme suite au [message de la greffière du 13 septembre](#) sur la mise en place du nouveau modèle de travail hybride au BCP, nous souhaitons vous fournir de plus amples renseignements sur la manière dont le secteur des Affaires intergouvernementales (AIG) mettra le tout en pratique.

Tout d'abord, nous souhaitons remercier l'ensemble des employés d'AIG pour le travail effectué au cours de l'été afin de mettre à l'essai la nouvelle formule. Le groupe de travail dirigé par le personnel s'est notamment réuni à de nombreuses reprises pour discuter des possibilités et des défis liés à l'adoption d'un modèle hybride. Ce travail a permis d'apporter de nombreux changements clés à nos espaces de travail, comme la mise à l'essai et l'ajustement de la technologie dans nos salles de réunion en mode hybride, l'ajout d'espaces calmes temporaires et la tant attendue installation d'une fontaine d'eau fonctionnelle. Grâce à vous tous, nous sommes en bonne position pour mettre en œuvre le nouveau modèle hybride du BCP.

La greffière et la sous-greffière ont indiqué que, comme point de départ pour l'approche hybride du BCP, l'exigence minimale est que tous les employés retournent au bureau l'équivalent de deux jours par semaine. Après un examen attentif du message de la greffière et du travail effectué cet été et par le groupe de travail, l'équipe de direction a choisi l'approche suivante :

- Chaque mercredi, **tous les employés d'AIG occupant des postes dans la région de la capitale nationale sont attendus au bureau**. Cela nous donnera l'occasion d'approfondir la collaboration, de tisser des liens plus solides les uns avec les autres et de favoriser une culture d'équipe encore plus forte.
- Nous demandons par ailleurs à chacun de choisir **une journée supplémentaire (ou l'équivalent en nombre d'heures)** où il viendra travailler au bureau.
- À l'heure actuelle, une présence d'au moins deux jours est le minimum exigé de chacun d'entre nous, mais il est possible que les choses évoluent si les exigences du BCP sont revues en ce qui concerne le travail en mode hybride. Il est également possible que des exigences opérationnelles, comme l'accès au réseau sécurisé, requièrent que certains d'entre nous passent plus de deux jours par semaine au bureau.
- Les dirigeants d'AIG continueront à recueillir tous vos commentaires au fur et à mesure de la mise en œuvre de l'approche hybride. Grâce à votre rétroaction, il se pourrait par exemple que nous apportions des ajustements au modèle si nous constatons que le fait d'avoir tous les employés sur place en même temps ne produit pas un

environnement de travail optimal. Toute décision visant à modifier le modèle sera prise en consultation avec vous tous.

- Comme l'indique le message de la greffière, le télétravail à temps plein ne sera offert qu'en des circonstances exceptionnelles, au cas par cas. Afin de garantir une application uniforme des critères d'exception, toute demande d'accord de télétravail à temps plein sera portée à l'attention de la table de gestion d'AIG pour discussion et pour décision. Si vous croyez qu'une circonstance exceptionnelle justifie que vous travailliez de chez vous plus de trois jours par semaine, veuillez en parler à votre gestionnaire avant le **4 octobre**.
- Les adjoints administratifs jouent un rôle important dans notre équipe et apportent un soutien essentiel à AIG. C'est pourquoi ils établiront un calendrier pour s'assurer qu'un soutien administratif est offert sur place cinq jours par semaine. Cela dit, le soutien administratif assuré à temps plein n'est pas destiné à permettre aux personnes qui travaillent de leur domicile de demander qu'une tâche à faire sur place soit effectuée par un adjoint administratif. Si un analyste doit accomplir une tâche qui ne peut être réalisée que sur place, par exemple accéder à des documents sur CabNet, il devra se rendre au bureau.
- Nous établirons des procédures et processus de travail, en consultation avec vous, pour minimiser le besoin de venir au bureau à l'extérieur des heures normales de travail pour utiliser CabNet.
- Bon nombre d'entre nous avons déjà suivi la formation sur l'utilisation de la technologie associée à l'espace de travail hybride. Nous continuerons à fournir de la formation, et il sera obligatoire de la suivre afin que chacun d'entre nous sache comment utiliser les outils de notre nouvel espace de travail. De cette manière, il n'incombera pas toujours aux mêmes personnes d'organiser les réunions à deux modes.
- La fonction publique applique des [directives en matière de santé publique](#) qui comptent parmi les plus strictes au pays et qui sont destinées à garantir que nous travaillons tous dans un environnement sûr et sain. Le secteur des Affaires intergouvernementales du BCP continuera de respecter les normes établies, et il importe que nous prenions tous le temps nécessaire pour bien les connaître. Nous sommes convaincus que notre secteur ne requiert à l'heure actuelle pas l'application de règles supplémentaires ou de directives complémentaires. Cela dit, nous continuerons à surveiller l'évolution des directives émises par les autorités compétentes afin de garantir que notre lieu de travail reste sûr.

La flexibilité et la patience jouent un rôle déterminant dans le travail en mode hybride. La création de quelque chose de nouveau s'accompagne de quelques essais et erreurs. Et notre modèle continuera d'évoluer à mesure que nous testerons la capacité de notre espace de travail compte tenu des nouvelles exigences du BCP. Nous savons que nous pouvons compter sur vous tous pour continuer à nous faire part de vos commentaires et à faire évoluer notre modèle hybride afin que nous puissions tirer pleinement parti de notre espace de travail, renforcer la culture de l'équipe d'AIG et continuer à fournir un excellent service aux Canadiens.

Sincèrement,

Michael Vandergrift

Deputy Minister of Intergovernmental Affairs and Deputy Secretary to the Cabinet (Plans)

Sous-ministre des Affaires intergouvernementales et sous-secrétaire du Cabinet (Planification)

Privy Council Office / Bureau du Conseil privé

Michael.Vandergrift@pco-bcp.gc.ca

McLaren, Shannon

From: Shea, Matthew
Sent: Saturday, September 24, 2022 11:45 AM
To: Wright, Rob (PWGSC/TPSGC)
Subject: Fwd: Moving to PCO's new hybrid model / Mise en place du nouveau modèle de travail hybride pour le BCP

Begin forwarded message:

From: Clerk and Deputy Clerk / Greffière et sous-greffière <ClerkDeputyClerk-GreffSousGreff@pco-bcp.gc.ca>
Date: September 13, 2022 at 8:47:57 AM EDT
To: PCO-BCP <PCO-BCPB@pco-bcp.gc.ca>
Subject: Moving to PCO's new hybrid model / Mise en place du nouveau modèle de travail hybride pour le BCP

(La version française suit.)

Colleagues,

We hope you took time away from work this summer to relax, visit with family and friends, and explore new and different things.

We are privileged at PCO to have such a unique mission so central to the effective functioning of government. Our core mission to support the Prime Minister, Deputy Prime Minister, PCO ministers and Cabinet on matters of national and international importance is a responsibility that requires expertise, dedication, and collaboration. Our work is a team sport, and when we pull together, we deliver for Canadians. No matter what position you hold in the organization, you all have an indispensable contribution to make.

The work we do demands excellence. PCO has always had the reputation of being home to excellence, and our workplace must continue to foster that. We have an opportunity now to define and shape our new working environment—one that facilitates collaboration, attracts and retains talent, and is fair for all and rich in experiences and learning opportunities. It is important that PCO employees feel they belong within the organization and are helping to achieve its goals. We need a hybrid approach that is clear and flexible, that acknowledges the nature and unique requirements of PCO, and that adopts and balances the best aspects of being in the office and the advantages of remote work.

We are pleased to see that engagement and experimentation across the department have been underway since we asked for a recurrent in-person presence in June, with strong participation from PCO employees. Thank you for participating. The majority of you completed the recent PCO survey designed to capture feedback, which we truly appreciate. This has provided useful data in addition to the discussions that have been taking place between managers and teams.

For additional clarity on our position on hybrid work and flexibility, we offer the following guiding principles for the next phase of PCO's work environment.

1. Recent analysis undertaken by managers concluded that the nature of our work at PCO demands that most of us need to be in the office at least twice per week. As such, the equivalent of two days per week in the office will be requested of all PCO employees. Where possible, branches will be encouraged to have individual work units in the office at the same time, but flexibility will be provided in terms of how teams organize themselves in order to optimize their own particular work environment.
2. Managers are being asked to ensure flexibility in the application of this minimum requirement given individual circumstances, with a goal of preserving elements of work-life balance that so many of you have come to value.
3. The PCO hybrid model and experience will evolve over time, and continuous learning will guide future decisions.
4. Full-time telework arrangements will be offered only in exceptional circumstances.

We understand this new posture may require some planning on your part. Our expectation is that all secretariats will implement their hybrid model before the end of September.

We will continue to follow [public health guidance](#) and monitor the COVID situation and will adjust as necessary. The physical and mental health and safety of employees will always remain our first priority. Measures are in place to ensure a safe and productive working environment. As always, we encourage you to speak with your manager if you have questions or concerns and to refer to the [COVID 19 Hub](#) on InfoNet or [Canada.ca](#) for more information.

While we often speak of a "return" to the workplace, we wish to acknowledge and thank those PCO employees who have been in the office on a full-time basis due of the nature of their work. We appreciate the dedication and professionalism given the requirements of their job.

We feel this next phase of our hybrid work environment will position the organization well for success in what will be a very busy fall session.

Janice Charette (she/her)
Clerk of the Privy Council and Secretary to the Cabinet

Nathalie G. Drouin, Ad. E. (she/her)
Deputy Clerk of the Privy Council and Associate Secretary to the Cabinet

Chers collègues,

Nous espérons que vous avez pu profiter de l'été pour vous détendre, voir votre famille et vos amis et essayer de nouvelles choses.

Au BCP, nous avons le privilège de réaliser une mission unique et cruciale au bon fonctionnement du gouvernement. Notre principal mandat, soit aider le premier ministre, la vice-première ministre, les ministres du BCP et le Cabinet quant aux questions d'envergure nationale et internationale, est une

responsabilité qui requiert expertise, dévouement et collaboration. Notre travail est un sport d'équipe, et lorsque nous unissons nos efforts, nous obtenons des résultats pour la population du Canada. Peu importe le poste que vous occupez, votre contribution est indispensable.

Notre travail commande l'excellence. Le BCP a toujours eu la réputation d'être un bassin d'excellence, et notre milieu de travail doit continuer d'incarner cette qualité. Nous avons maintenant l'occasion de définir et modeler notre nouvel environnement de travail. Un environnement qui favorise la collaboration, qui attire les employés de talent et les incite à demeurer avec nous. Un environnement équitable pour tous et riche en expériences et occasions d'apprentissage. Les employés du BCP doivent absolument sentir qu'ils ont leur place au sein de l'organisation et qu'ils participent à l'atteinte de ses objectifs. L'approche hybride doit être claire et adaptable, tenir compte de la nature et des exigences uniques du BCP, et marier les bienfaits de la présence au bureau et les avantages du télétravail.

Nous sommes heureuses de voir la mobilisation et la mise à l'essai de différentes approches au sein du ministère depuis que nous avons demandé, en juin, une présence récurrente en personne. Vous avez répondu à cette demande avec enthousiasme, et nous vous en remercions. La majorité d'entre vous a rempli le récent sondage qui avait pour but de recueillir des commentaires, et nous vous en sommes profondément reconnaissantes. Vos réponses ont fourni des données utiles qui s'ajoutent aux discussions entre les gestionnaires et les équipes.

Voici les principes directeurs qui orienteront la prochaine phase de l'environnement de travail au BCP. Ceux-ci apportent des précisions quant à notre position en matière de travail hybride et de souplesse d'application.

1. Selon de récentes analyses menées par les gestionnaires, étant donné la nature du travail au BCP, la majorité des employés doivent travailler au bureau au moins deux fois par semaine. Ainsi, tous les employés doivent venir sur place l'équivalent de deux jours par semaine. Nous encourageons les directions à permettre à leurs unités de travail de se présenter au bureau au même moment, dans la mesure du possible, mais nous ferons preuve de souplesse quant à la façon dont les équipes s'assureront d'optimiser leur propre environnement de travail.
2. Les gestionnaires devront veiller à offrir une certaine latitude dans l'application de cette norme minimale, qui tiendra compte des circonstances propres à chacun et qui permettra de préserver les éléments de l'équilibre travail-vie personnelle que beaucoup ont appris à valoriser.
3. Le modèle et l'expérience de travail hybride du BCP évolueront au fil du temps, et les leçons que nous en tirerons orienteront nos décisions à venir.
4. Le télétravail à temps plein ne sera offert qu'en des circonstances exceptionnelles.

Nous comprenons que cette nouvelle situation pourrait nécessiter une certaine planification de votre part. Nous nous attendons à ce que tous les secrétariats mettent en place leur modèle hybride avant la fin de septembre.

Nous continuerons de respecter les directives sanitaires et de surveiller la situation liée à la COVID et nous nous adapterons en conséquence. La santé mentale et physique de nos employés et leur sécurité demeureront notre priorité absolue. Des mesures sont en place pour veiller à un environnement de travail sûr et productif. Comme toujours, nous vous encourageons à discuter avec votre gestionnaire si vous avez des questions ou des préoccupations, et à consulter la page sur la COVID 19 dans InfoNet ou le site Canada.ca si vous souhaitez obtenir de plus amples renseignements.

Même si nous parlons souvent d'un « retour » au bureau, nous souhaitons reconnaître le dévouement et le professionnalisme des employés qui sont demeurés au bureau à temps plein en raison de la nature de leurs tâches. Nous leur transmettons nos plus sincères remerciements.

À notre avis, la prochaine phase de mise en place d'un mode de travail hybride facilitera grandement la réussite de l'organisation en vue de ce qui s'annonce une séance d'automne passablement occupée.

Janice Charette (elle)

Greffière du Conseil privé et secrétaire du Cabinet

Nathalie G. Drouin, Ad. E. (elle)

Sous-greffière du Conseil privé et secrétaire associée du Cabinet

McLaren, Shannon

From: McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>
Sent: Saturday, September 24, 2022 10:16 AM
To: Shea, Matthew
Cc: Hamoui, Rima
Subject: Re: connectivity issues

Thank you for your comprehensive response! Much appreciated

On Sep 24, 2022, at 9:43 AM, Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca> wrote:

Hi Donnalyn.

I am following up on these issues. I am assured we have really good bandwidth and we regularly monitor its use. SSC has assured me more than once that we have not come close to maximizing it other than one all staff event which you may recall and we have worked with them to ensure solutions when we do all staff meetings.

In terms of the other issues below, we will study them and see how we can help. I will confess that on language training I think we may need a corporate solution and better central coordination of language training. We may need a few dedicated offices which are set up for the technologies required for successful language training. As you know, we are also looking to continue to hire in house teachers who would use MS Teams (or meet in person) for language training. Martin is actively trying to find us more teachers (he's great!).

In terms of the help desk, we will look into this. Fully agreed there should always be a few people there and that's definitely our model. We are also looking to expand hours of operation for the help desk, in addition to our 24/7 virtual support that is available. Bonus info: we are going to have some IT and AV support located on site in 55 Metcalfe to support employees there which will benefit PSR.

Thanks for flagging this with me. Keep me posted on other issues you encounter. I do anticipate we will have some bumps in the road as we have many employees coming into the office who may not have used the office in the past. The examples such as GC wifi are ones we will need to ensure we communicate to employees.

Matt

From: McClymont, Donnalyn <Donnalyn.McClymont@pco-bcp.gc.ca>
Sent: Friday, September 23, 2022 11:11 AM
To: Shea, Matthew <Matthew.Shea@pco-bcp.gc.ca>
Cc: Hamoui, Rima <Rima.Hamoui@pco-bcp.gc.ca>
Subject: connectivity issues

Matt, am sharing below – the Team provided to me this morning as part of the weekly look ahead. Would be good if you could inquire to ensure issues have been addressed to the extent possible.
Thanks

Network Connectivity Issues

1. Multiple employees within Senior Personnel have experienced network issues and have been unable to connect to meetings in the office (i.e. Zoom, Google Meet).
2. Employees attempted to reconnect in multiple areas of the floor and were still unable to. One employee was able to connect in the IT Service Centre on the 5th floor.
3. IT was contacted and provided assistance later that day to fix the issues.
 1. One issue was with the proxy access on the computer.
 2. Another issue was flagged as the employee not being able to access videoconferencing meetings without connecting to the GC WiFi
4. While they were successful in correcting the issues, employees missed their meetings, particularly French training that may result in the branch being billed for non-attendance.
5. Flagging as there may be issues with the building's network capacity to handle the additional demand with staff coming in as part of the Return to the Office.
6. Also noting that when an employee went to the IT Service desk, only one employee was available to assist. This may be problematic as the demand increases for technical support.

Donnalyn McClymont

Deputy Secretary to the Cabinet
Senior Personnel and Public Service Renewal
Privy Council Office / Government of Canada
Donnalyn.McClymont@pco-bcp.gc.ca / Tel 613-957-5337 / TTY. 613-957-5006

Sous-secrétaire du Cabinet
Personnel supérieur et du renouvellement de la fonction publique
Bureau du Conseil privé / Gouvernement du Canada
Donnalyn.McClymont@pco-bcp.gc.ca / Tél 613-957-5337 / ATS: 613-957-5006

From: [REDACTED]
Sent: Saturday, July 2, 2022 1:06 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: [Mona Fortier](mailto:Mona.Fortier@parl.gc.ca) <[Mona Fortier@parl.gc.ca](mailto:Mona.Fortier@parl.gc.ca)>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@ine-sen.org <info@ine-sen.org>; **Sudds, Jenna - M.P.** <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

Janice,

I'm **extremely** disappointed and surprised that you haven't replied to my email, sent on April 11 and updated on June 9. This isn't acceptable. I'm a public servant, a voter, a Canadian citizen, and a visible minority....and for these reasons you owe me the courtesy of a response. I make every effort to do my job with decency and professionalism and I expect the same from you. Please reply to the points set out below.

From: [REDACTED]
Sent: Thursday, June 9, 2022 6:29 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>, nathalie.drouin@pco-bcp.gc.ca <nathalie.drouin@pco-bcp.gc.ca>
Cc: [Mona Fortier](mailto:Mona.Fortier@parl.gc.ca) <[Mona Fortier@parl.gc.ca](mailto:Mona.Fortier@parl.gc.ca)>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@ine-sen.org <info@ine-sen.org>; **Sudds, Jenna - M.P.** <jenna.sudds@parl.gc.ca>; jeremy.adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Fw: hybrid working - questions

Dear Janice and Nathalie

I've one more question to add to those I sent on April 11 and on June 8. For ease of reference, here are all the points I'm asking for your comment on:

1. employees have worked from home successfully for the past 2+ years with zero loss of productivity....and in many cases there's been increased productivity
2. It has not been explained why there is any benefit to face-to-face working, compared to virtual working
3. commuting to work - and in some cases being at the office - creates mental health challenges for many employees compared to working from home
4. returning to the office creates major unnecessary costs for families (eg, gas, parking, childcare)
5. commuting to work creates major road safety risks compared to working from home
6. having employees work from the office creates major costs to the taxpayer in terms of building ownership, rent, and maintenance
7. commuting to work creates major unnecessary environmental damage when the global climate crisis is the most pressing issue of our time
8. you and the public service generally have engaged in barely any consultation with employees on this issue
9. there will be more COVID variants which could be more serious than the ones faced to date
10. many employees have not received boosters, and there is decreasing enthusiasm for vaccines broadly, therefore a return to work puts the safety of employees and their families at risk
11. working from home reduces the transmission of other infectious illness, including colds and flus, and therefore reduces absenteeism

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12. working from home would result in a less Ottawa-centric public service, and create employment opportunities for people across Canada
13. permitting working from home would provide greater work opportunities for those First Nations citizens who do not/cannot live in urban settings
14. permitting employees to work from home, if they wish to do so based on their cultural backgrounds, work histories, and mental health status, is in keeping with the Government of Canada's commitment to Diversity and Inclusion
15. what assessment have you done to determine a) how many employees are likely to contract COVID as a result of being in close contact with colleagues in the office; and b) how many are likely to contract long COVID?
16. how are you going to ensure consistency across and within Departments in terms of expectations regarding in-office work? There's already a great discrepancy across government as your new direction has been rolling out the past couple of days

It can't be that PCO didn't consider all of the above points prior to providing the direction that most employees return to the office in hybrid form. You must surely have the answers at hand and I'm surprised I haven't received a reply yet. I look forward to your prompt reply.

Kind Regards,

From: [REDACTED]
Sent: Wednesday, June 8, 2022 3:01 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona Fortier [REDACTED] <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@ne-sen.org <info@ne-sen.org>; **Sudds, Jenna - M.P.** <jenna.sudds@parl.gc.ca>
Subject: Re: hybrid working - questions

Dear Janice,

I have one additional question to add to those I asked in my original email. Specifically, what assessment have you done to determine a) how many employees are likely to contract COVID as a result of being in close contact with colleagues in the office; and b) how many are likely to contract long COVID?

Thank you, and I look forward to your prompt response given that your back to the office direction is now being put into effect.

From: [REDACTED]
Sent: Monday, June 6, 2022 6:05 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona Fortier [REDACTED] <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@ne-sen.org <info@ne-sen.org>; **Sudds, Jenna - M.P.** <jenna.sudds@parl.gc.ca>
Subject: Re: hybrid working - questions

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Dear Janice,

It is now almost 2 months since I wrote to you, and I am still awaiting your response.

From:

Sent: Monday, May 9, 2022 2:13 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona Fortier, mona.fortier@par.gc.ca <Mona.Fortier@par.gc.ca>; info@coupe-on.ca <info@coupe-on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; matthew.kupfer@cbc.ca <matthew.kupfer@cbc.ca>

Subject: Re: hybrid working - questions

Dear Janice,

Can you please let me know when I will be receiving a response to my email of April 11?

Sincerely,

From:

Sent: Monday, April 11, 2022 3:33 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: info@psac.ca <info@psac.ca>; Mona Fortier, mona.fortier@par.gc.ca <Mona.Fortier@par.gc.ca>; cbcnewsottawa@cbc.ca <cbcnewsottawa@cbc.ca>; ottawanews@ctv.ca <ottawanews@ctv.ca>;

info@coupe-on.ca <info@coupe-on.ca>; Luc Beaudry, luc.beaudry@par.gc.ca <Luc.Beaudry@par.gc.ca>; media@centreg-pco-bcp.gc.ca <media@centreg-pco-bcp.gc.ca>; hannah.teresa.mattesi@hcs.gc.ca <hannah.teresa.mattesi@hcs.gc.ca>; matthew.greer@par.gc.ca <matthew.greer@par.gc.ca>

Subject: hybrid working - questions

Dear Janice Charette:

I'm a federal government employee (with over 20 years of service at senior levels) and heard that you have instructed that employees soon return to a mandatory hybrid model of working that does not give every employee the right to choose to work from home full-time. Can you please reply with a justification for this decision, with reference to each one of the following points. And even if I'm not correct and you haven't provided this instruction, I'm still asking for you to address these points. Please "reply to all" in the interests of transparency.

- employees have worked from home successfully for the past 2+ years with zero loss of productivity....and in many cases there's been increased productivity
- It has not been explained why there is any benefit to face-to-face working, compared to virtual working
- commuting to work - and in some cases being at the office - creates mental health challenges for many employees compared to working from home

- returning to the office creates major unnecessary costs for families (eg, gas, parking, childcare)
- commuting to work creates major road safety risks compared to working from home
- having employees work from the office creates major costs to the taxpayer in terms of building ownership, rent, and maintenance
- commuting to work creates major unnecessary environmental damage when the global climate crisis is the most pressing issue of our time
- you and the public service generally have engaged in barely any consultation with employees on this issue
- there will be more COVID variants which could be more serious than the ones faced to date
- many employees have not received boosters, and there is decreasing enthusiasm for vaccines broadly, therefore a return to work puts the safety of employees and their families at risk
- working from home reduces the transmission of other infectious illness, including colds and flus, and therefore reduces absenteeism
- working from home would result in a less Ottawa-centric public service, and create employment opportunities for people across Canada
- permitting working from home would provide greater work opportunities for those First Nations citizens who do not/cannot live in urban settings
- permitting employees to work from home, if they wish to do so based on their cultural backgrounds, work histories, and mental health status, is in keeping with the Government of Canada's commitment to Diversity and Inclusion

Thank-you and kind regards.

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Generic reply re: hybrid working - questions

To: [REDACTED]

Dear [REDACTED]

[REDACTED]

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Incoming Message from [REDACTED]

From: [REDACTED]
Sent: Thursday, July 21, 2022 8:02 PM
To: Charette, Janice <Janice.Charette@pco-bcp.gc.ca>; Justo Trudeau@parl.gc.ca
Cc: Mona Fortier@parl.gc.ca; info@cupe.on.ca; media@psac.afpc.com; info@une-sen.org; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; Adler, Jeremy <Jeremy.Adler@pco-bcp.gc.ca>; Fee, Stuart <Stuart.Fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

Janice, this is the 8th time I have emailed you (see below), and you still have not had the courtesy to reply. This is not acceptable.

From: [REDACTED]
Sent: Sunday, July 10, 2022 6:14 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; Jeremy Adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

I am still waiting for a response, Janice.

From: [REDACTED]
Sent: Saturday, July 2, 2022 1:06 PM
To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>
Cc: Mona Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac.afpc.com <media@psac.afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; Jeremy Adler@pco-bcp.gc.ca <jeremy.adler@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Re: hybrid working - questions

Janice,

I'm extremely disappointed and surprised that you haven't replied to my email, sent on April 11 and updated on June 9. This isn't acceptable. I'm a public servant, a voter, a Canadian citizen, and a visible minority....and for these reasons you owe me the courtesy of a response. I make every effort to do my job with decency and professionalism and I expect the same from you. Please reply to the points set out below.

From: [REDACTED]
Sent: Thursday, June 9, 2022 6:29 PM

To: Janice Charette <janice.charette@pco-bcp.gc.ca>; Nathalie Drouin <nathalie.drouin@pco-bcp.gc.ca>
Cc: Mona Fortin <mona.fortin@parl.gc.ca>; Info @cupe.ca <info@cupe.ca>; media@psa-atr.com <media@psa-atr.com>; IT @cpe.ca <it@cpe.ca>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>; jenna.sudds@pco-bcp.gc.ca <jenna.sudds@pco-bcp.gc.ca>; stuart.fee@pco-bcp.gc.ca <stuart.fee@pco-bcp.gc.ca>
Subject: Fw: hybrid working - questions

Dear Janice and Nathalie

I've one more question to add to those I sent on April 11 and on June 8. For ease of reference, here are all the points I'm asking for your comment on:

1. employees have worked from home successfully for the past 2+ years with zero loss of productivity....and in many cases there's been increased productivity
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It can't be that PCO didn't consider all of the above points prior to providing the direction that most employees return to the office in hybrid form. You must surely have the answers at hand and I'm

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surprised I haven't received a reply yet. I look forward to your prompt reply.

Kind Regards,

From: [REDACTED]

Sent: Wednesday, June 8, 2022 3:01 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>

Subject: Re: hybrid working - questions

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From: [REDACTED]

Sent: Monday, June 6, 2022 6:05 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>; media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>; Sudds, Jenna - M.P. <jenna.sudds@parl.gc.ca>

Subject: Re: hybrid working - questions

Dear Janice,

It is now almost 2 months since I wrote to you, and I am still awaiting your response.

From: [REDACTED]

Sent: Monday, May 9, 2022 2:13 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; info@cupe.on.ca <info@cupe.on.ca>;

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media@psac-afpc.com <media@psac-afpc.com>; info@une-sen.org <info@une-sen.org>;

Subject: Re: hybrid working - questions

Dear Janice,

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Sincerely,

From: [REDACTED]

Sent: Monday, April 11, 2022 3:33 PM

To: janice.charette@pco-bcp.gc.ca <janice.charette@pco-bcp.gc.ca>

Cc: info@psac.ca <info@psac.ca>; Mona.Fortier@parl.gc.ca <Mona.Fortier@parl.gc.ca>; cbcnewsottawa@cbc.ca <cbcnewsottawa@cbc.ca>; ottawanews@ctv.ca <ottawanews@ctv.ca>;

[REDACTED] info@cupe.on.ca <info@cupe.on.ca>;

Luc.Berthold@parl.gc.ca <Luc.Berthold@parl.gc.ca>; mediacentre@pco-bcp.gc.ca <mediacentre@pco-bcp.gc.ca>;

hcmminister.ministresc@hc-sc.gc.ca <hcmminister.ministresc@hc-sc.gc.ca>;

matthew.green@ndp.ca <matthew.green@ndp.ca>

Subject: hybrid working - questions

Dear Janice Charette:

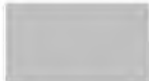
I'm a federal government employee (with over 20 years of service at senior levels) and heard that you have instructed that employees soon return to a mandatory hybrid model of working that does not give every employee the right to choose to work from home full-time. Can you please reply with a justification for this decision, with reference to **each one** of the following points. And even if I'm not correct and you haven't provided this instruction, I'm still asking for you to address these points. Please "reply to all" in the interests of transparency.

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Thank-you and kind regards.



McLaren, Shannon

From: Sandberg, Tanya
Sent: Tuesday, September 27, 2022 1:04 PM
To: Hammond, Michael; Silva, Joseph; Chamoun, Danny; Grandmont, Junie; Baril, Sonia;
Beckles, Kara; Parker, Donald
Cc: Shea, Matthew; Fracassi, Dante; Sandberg, Tanya
Subject: For Review: CSB All Staff Message
Attachments: CSB Message.docx

Importance: High

Further to BEC, please find attached the proposed CSB all staff message.

We plan to send it out tomorrow morning, but please advise if you have any comments or concerns in the meantime.

Thanks,
TS

Tanya Sandberg
Chief of Staff / Chef de cabinet
Assistant Deputy Minister's Office / Bureau du sous-ministre adjoint
Corporate Services Branch / Direction générale des services ministériels
tanya.sandberg@pco-bcp.gc.ca / 613-957-5551